Evaluation of the Implementation of

LSTA Funding

in Arizona

Submitted to the Institute of Museum and
Library Services

On behalf of The Arizona State Library,
Archives and Public Records

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TABLE OF CONTENTS

I. Executive Summary

This report evaluates the implementation of a program to allocate Library Services and Technology Act (LSTA) funds in the initial federal grant period beginning in 1998 in the state of Arizona. The use of LSTA funds in Arizona covered a wide range of projects and programs. Upgrading and providing new desktop computers for all public libraries and providing better connectivity to the Internet helped the citizens of the state achieve a level playing field in the Internet arena. Some of the statewide initiatives, such as the site license of a variety of databases through the FirstSearch service, permitted equal access to information by all citizens of the state, through their public, school, academic, and special libraries. In addition, funding the cataloging of collections from small and specialized libraries and museums made those collections, which often included unique Arizona materials, accessible to all citizens and gave less populated and rural areas the confidence that they could be information providers as well as information consumers. Grants to digitize unique Arizona materials made those items more accessible around the state.

There are concerns across America that a "Digital Divide" is separating those in upper economic brackets, who have good access to computers and Internet connections in their homes and workplaces, from those with few economic resources. Erasing the Digital Divide is not just a matter of providing computers and connectivity to citizens, but also involves access to information. The libraries in our country have an important role in bridging the Digital Divide, by providing a venue for public access to computers and the Internet, but also importantly, to information and services. The LSTA funds have enabled the state of Arizona to make headway in providing access to technology and information to its citizens. In addition, the LSTA funds are used for non-technology programs targeted at users who are disadvantaged.

The funding provided by LSTA, particularly the funds used to upgrade the technology infrastructure and desktop availability in all public libraries in the state, were critical in assisting the State Library and individual Arizona libraries to successfully compete for other grant funds. Funders such as the Bill and Melinda Gates Foundation and the Pulliam Foundation were willing to grant funds to Arizona libraries when they saw the technology investments that had recently been made in the state.

Collaboration has been fostered among libraries and among cultural institutions as a result of the LSTA-funded programs and direct grants. The funding has provided a welcome "carrot." The Arizona Convocation, a program which brings together professionals from a variety of cultural institutions – libraries, archives, historical societies, and museums – around the state – has been a hallmark of the collaboration efforts in Arizona. This opportunity to informally network, to explore topics and projects for collaboration, and to contribute to a product, the Cultural Inventory

Project, has sparked enthusiasm among all of the professional groups and has helped to establish a "culture of collaboration."

The State Library agency in Arizona (ASLAPR) has found that a great strength of the LSTA legislation is that it enables their program objectives. The State is given the freedom, within parameters, to fund projects and initiatives that are most beneficial to the needs of the State. They are not hamstrung by bureaucratic regulations and limitations.

ASLAPR has been willing to take risks in making decisions on which programs and projects it will support with LSTA funds. In the rapidly developing realm of networking and computer technology, this is an important piece of an overall funding strategy. While not every great idea works as intended and some projects may have been overly optimistic, people in the technology field often learn best by doing.

The report includes sections covering a wide variety of topics, including the overall implementation of LSTA in Arizona, a review of some key projects and programs, and an evaluation of the implementation of LSTA in Arizona by the state agency. Findings are provided in each area and are grouped here for the convenience of the reader.

Arizona 5-Year Plan Goals Findings:

- Library leaders in the state believe that great strides have been made in statewide services such as interlibrary loan and statewide site licensing of databases as a result of LSTA funding. Providing equitable access to commercial information resources is an important function for libraries in the digital age.
- The combination of funding for cataloging and the funding for statewide interlibrary loan has led to an increased capability for resource sharing in the state. It has enhanced the capability for small libraries and libraries in institutions such as museums to contribute to resource sharing as well as to reap the benefits.
- Funds for computers and Internet connectivity for public libraries, especially those in rural areas, has been one of the big successes of the LSTA program.
- The state has made a good start with digitization efforts.
- The State Librarian has a strong vision that promotes collaboration between and among cultural institutions in the state and has provided leadership in this area.
- The activities such as the Convocation and Cultural Inventory Project could serve as models for other states pursuing collaborative initiatives.
- Libraries around the state have used LSTA funds to provide programs for the poor and underserved and to enhance library collections for underserved populations.
- The State Library agency offers or provides access to a broad array of training opportunities, including some national programs provided via teleconferencing. Professionals in the state believe that offerings have improved due to LSTA funding but that even more opportunities would be useful.

- Opportunities for professional development include museum and archives professionals as well as librarians and help foster the culture of collaboration among cultural institutions in Arizona.

Arizona Technology Infrastructure Findings:

- The availability of up-to-date workstations and Internet connections in libraries throughout the state has dramatically improved during the LSTA funding period, through the use of LSTA funds and other funding sources.
- The various types of technology funding – for equipment, connectivity, digitization, and training - allow various types of libraries that are at various stages of technology development to gain from the availability of LSTA funds.
- ASLAPR and libraries in Arizona have very effectively raised funds from private and public sources to support technology initiatives in Arizona libraries. Availability of LSTA funds has enabled this process.
- Direct grants for computers for all county libraries was a critical step in establishing a baseline of technology around the state. Since technology does not stand still, a continuing stream of funding will be required to preserve the benefits of this investment.
- Training will continue to be a critical piece of the picture if technology is to be effectively employed in libraries throughout the state.
- The development of digitization guidelines by ASLAPR and their dissemination through the IMLS website (as well as through ASLAPR) is a notable accomplishment and places Arizona in a leadership role.

Arizona Collaboration and Resource Sharing Findings:

- The State Librarian and her staff have worked effectively to realize the goal of promoting collaboration between and among cultural institutions in the State. Both the Convocation programs and the Cultural Inventory Project have provided concrete meaning to collaboration in the state. The Convocation has provided the venue and professional development opportunities to foster collaboration, and the Cultural Inventory Project has been a concrete manifestation of the interrelationship of cultural institutions in the state.
- ASLAPR could be in a better position to demonstrate the effectiveness of the Convocation program by doing a follow-up survey or selective interviewing of attendees.
- The Cultural Inventory Project is already a useful tool in the state; the next stage of its implementation should proceed with input from potential users, including library and archival professionals and researchers.

ASLAPR Administration of LSTA Program Findings:
Librarians gave high marks to ASLAPR for:

- Providing technology leadership to libraries throughout the state

- Designating appropriate programs and projects for support with these funds
- Administering the statewide components of the LSTA program
- Administering the competitive and direct grants of the LSTA program

The confluence of the goals of a new federal funding program and the vision of the new State Librarian in Arizona in 1997 was an auspicious sign for Arizona. The federal legislation, emphasizing technology development, services to the underserved, and collaboration among cultural institutions, matched the philosophy and vision of the newly named State Librarian. The LSTA funds provided resources and substance to the State Library's goals and have led to many advances by libraries in the State. These are detailed in the report below.

II. Introduction

During the 1990s, technology and the Internet environment became an increasingly important presence in the United States. During that decade, the terms "information society" and "information economy" became genuine realities as the Internet and networked information became a dominant factor in business, healthcare, government, entertainment, and education. The networking infrastructure took giant strides as the US portion of the Internet transformed from a National Science Foundation operated research and education network to a commercial commodity service available in many geographical areas of the country. The Internet burgeoned from its existence as a high speed network for universities to an information superhighway for many US citizens. Individuals were introduced to the Internet in their workplace, at school, in libraries, and in their homes. As more and more individuals outside of the university environment began using the Internet, questions were raised about what type of content was available on the network. Commercial publishers, non-profit organizations, educational institutions, and libraries began to add digital information, including resources digitized from print materials and "born digital" resources, and the population came to this material in droves.

Libraries played and continue to play an important role in introducing communities to the Internet. They provide facilities for public access to computers and networks, they provide content, including resources they have digitized and resources they have licensed for public access, and they provide training for their users. Academic, special, public, and school libraries all took on the challenge of providing access, content, and training to their users. While not all libraries could initially afford to get in the game, on the whole they were early adopters and key places for no-fee public Internet access.

In 1996, Congress passed the Library Services and Technology Act (LSTA), streamlining the federal funding of America's libraries. The Act established two major focuses of federal funding for libraries: technology and services to the underserved. The Institute of Museum and Library Services (IMLS) was designated as the coordinating federal agency. LSTA funds are allocated to each state with a broad mandate to use technology to bring information to people in new and effective ways, and to assure that library service is accessible to all – especially those people who have difficulty using the library or have been underserved. In Arizona, the Arizona State Library, Archives and Public Records (ASLAPR) is responsible for dispersing LSTA funds. Approximately half of the funds are committed to statewide services such as FirstSearch, continuing education, network support, Braille and Talking Book Library Services, and field travel, which will benefit the entire state. The other half is available through competitive grants. Collaborations with cultural institutions or community service organizations were highly recommended and were required for certain grant categories.

Each state is required to develop its own priorities and guidelines for grant allocation. In Arizona, LSTA supports library projects that increase access to technology and to information and projects that make accessible and preserve Arizona materials. ASLAPR submitted a 5-year LSTA Plan for 1998-2002 to IMLS and it was approved. The plan establishes four priorities:

- Support the improvement and enhancement of services by providing and effectively using technology to make available and deliver information
- Establish partnerships and collaborations with cultural institutions and agencies serving the public
- Target library and information services to persons who have difficulty using a library or traditional print materials. Target underserved urban and rural communities including children and families below the poverty line.
- Develop and provide a program of training and retraining of persons in libraries, cultural, and archival institutions using both new and traditional delivery methods.

This evaluation report reviews the implementation of the broad array of programs and services funded through LSTA monies, provides in-depth evaluation of selected programs, and reports on the administration of LSTA funds by the Arizona State Library, Archives, and Public Records.

III. Background

In March, 1997, GladysAnn Wells assumed her duties as Director of the Arizona State Library, Archives and Public Records. She arrived in the midst of a time of change for Arizona libraries and for the nation at large. Her approach to her role as Director included a desire to assist Arizona libraries to be full partners with their communities in the information age, to develop a culture of collaboration among the cultural institution state agencies, and to participate in the development of Arizona's economy.

LSTA grants have played a prominent role in assisting Arizona libraries to do more with technology and to develop new partnerships in the cultural community. Last year ASLAPR awarded 66 grants to 49 Arizona libraries and museums for a total of $940,910 in funds allocated to it by the federal Institute for Museum and Library Services (IMLS) under provisions of the Library Services and Technology Act (LSTA). Grants awarded were to promote literacy, improve the winning institutions' abilities to preserve their collections or improve access to their material. The largest number of grants and the largest amount of money went for technological improvements, including digital imaging and electronic cataloging programs.

The State Library agency has found that a great strength of the LSTA legislation is that it is enabling of their program objectives. The State is given the freedom, within parameters, to fund projects and initiatives that are most beneficial to the needs of the State. They are not hamstrung by bureaucratic regulations and limitations.

The Institute of Museum and Library Services, which administers the LSTA funds, embodies collaboration between professional groups, particularly libraries and museums. The emphasis on collaboration between and among professionals in a wide variety of cultural institutions has been a hallmark of the goals of State Librarian GladysAnn Wells. Since arriving in Arizona, she has been committed to encouraging shared visions, values, and beliefs among libraries, archives, public records, and museum staffs in the state, and she has actively sought to make the culture of collaboration an integral characteristic of the State Agency, ASLAPR. Her strategy for accomplishing this is laid out in seven points that she presented at a Colorado Leadership Seminar in June, 2001. They are:

- Vision – someone must have a passionate belief in collaboration and spearhead efforts
- Begin the conversation – articulate the vision to the shared community, including all levels of staff
- Bring people together – provide regular opportunities for people to get to know each other, allowing for them to discover mutual interests
- Deliver a product – give the members of the community something to take with them that makes them feel part of something larger and that demonstrates the value of collaboration
- Reach out to new partners – Locate organizations with interests that intersect with your own
- Invest in training – training institutionalizes the sharing of expertise and best practices
- Highlight and share best practices – reward collaboration through funding and visibility of projects

The State Librarian and her staff have institutionalized the culture of collaboration in their work. They articulate their vision of collaboration in many venues and developed the Arizona Convocation, an event that brings together professionals from cultural institutions around the state to begin the conversation and provide an opportunity for people to get to know each other. A product of the Convocation, the Cultural Inventory Project, is the tangible result of the input of all members of the community. (The Convocation and Cultural Inventory are described in more detail in a later section of this report.) The State Librarian and her staff have reached out to many partners, including the Arizona Humanities Council, the University of Arizona, and the Arizona State University, to enrich projects. ASLAPR has also invested in a wide variety of training opportunities for staff from state cultural institutions and has highlighted and shared best practices. In fact, their state guidelines for digitization projects are listed and linked from the IMLS website, as guidance for other institutions.

In addition, the State Library has continued to fund traditional library programs and services such as Interlibrary Loan, which benefit all libraries in the state. They continue to fund and expand services to the underserved, placing special emphasis on reading programs for young children. The range of programs and services supported

by the ASLAPR, both in traditional and new services, is impressively wide-ranging in the types of libraries and users served. The LSTA funds are a very important component in library funding for the state.

IV. The Evaluation Process

As part of the overall LSTA plan, the Arizona State Library, Archives and Public Records contracted with the Coalition for Networked Information (CNI) to do an evaluation of the first three years of the implementation of LSTA in the state. Established as a joint project of the Association of Research Libraries and EDUCAUSE (a higher education computing professionals association), CNI has been working on issues related to technology and electronic content since 1990. CNI's program initiatives have stressed collaboration between and among a wide variety of information professionals. CNI was also instrumental in the founding of an association that focuses on networking for cultural heritage institutions – NINCH: National Initiative for a Networked Cultural Heritage. Therefore, CNI's goals and its work on projects involving technology, digital content, and collaboration were compatible with the overall mission of the LSTA program and its implementation in Arizona. With the assistance of ASLAPR, Dr. Joan Lippincott, CNI's Associate Executive Director, and Jody Foote, an independent Project Researcher compiled the data used for the evaluation and wrote the evaluation report.

The Arizona evaluation purposes were established as part of Arizona's 5-year LSTA Plan. They were:

- To evaluate to what degree ASLAPR has met the goals it established in Arizona's 5-year LSTA Plan
- To provide information that is meaningful to Congress, IMLS and ASLAPR
- To demonstrate whether LSTA state funding has made a difference to libraries and citizens in Arizona
- To serve as an early model for other states who receive LSTA funds
- To meet the IMLS reporting requirements for the first 5-year LSTA Plan, and
- To provide information that will inform the planning and development of Arizona's next 5-year State Plan.

Developing a methodology to evaluate a program with many dimensions and components presents a challenge. In the case of the implementation of LSTA funds in just one state, Arizona, a wide variety of programs and projects were supported by the funds. Among the types of programs supported by LSTA funds were ongoing statewide programs such as interlibrary loan, new statewide offerings such as FirstSearch, and competitive grant programs. The contractor reviewed the Arizona 5-year LSTA Plan, reviewed some of the program documentation, and then held a number of discussions with the State Librarian and the Director of Library Development to determine how to focus the evaluation activities. She also met with the Statewide Library Commission and with a group of County Librarians. In order

to address the purposes of the evaluation, the contractor (CNI) and ASLAPR agreed that the evaluation would include:

- An evaluation of the agency's 5-year plan and accomplishments of the plan's established goals
- An evaluation of the impact of LSTA on the state
- An in-depth study of technology and collaboration efforts
- An evaluation of the agency's performance as the LSTA administering agency.

The evaluation activities were carried out over a period of a year, from August, 2000 until August, 2001.

Three primary methodologies were used to carry out the evaluation of the implementation of LSTA in Arizona: a review of documentation, a survey distributed by mail, and interviews conducted in person, by phone, and via e-mail. Almost every area of the LSTA programs and projects had supporting documentation that was made available to the contractor and the project researcher. These materials included statistical compilations, reports from projects, workshop materials, evaluations of some activities, documents produced as a result of a project, and Internet resources. These materials provided much of the detail for parts of this evaluation report, particularly the review of the 5-year goals and activities. Since so many activities were included in ASLAPR's goals, it seemed impractical to try to do an in-depth analysis of each and every program and project. Rather we opted for a concise review of many programs and an in-depth review, which included interviews and survey data in addition to the written documentation, for a limited number of projects that highlighted progress on the most important goals.

There are a number of key constituencies for ASLAPR. These groups consist of librarians and others who are leaders in the state and who serve a wide range of users. It was important to ASLAPR to determine whether these groups believed that the work done under the auspices of LSTA funds was making a significant impact on the state. In addition, it was important to determine whether these groups believed that ASLAPR was administering the LSTA program in a way that provided good leadership for the state and that was also efficient and effective. In order to gather data on these two facets of the evaluation, a printed survey was developed by the contractor in conjunction with the State Librarian and the Directory of Library Development; a draft of the survey was also reviewed by the Statewide Library Commission members and by the County Librarians.

The survey was sent by mail to individuals who were members of the following groups: Statewide Library Commission, State Library Advisory Council, and County Librarians. The Statewide Library Commission includes individuals representing every segment of Arizona libraries – public, special, university, and school as well as representatives of the museum community and the general public. It is a very diverse group with wide-ranging constituencies and interests. This group provides input into the formulation of the state LSTA plan and therefore has a keen interest in evaluating

its success. The State Library Advisory Council is a policy level think tank comprised of individuals who are committed to the whole scope of cultural community institutions across the state. This group advises the State Librarian on statewide planning issues. The County Librarians, consisting of the head librarian from each of Arizona's 15 counties, is a group with ongoing liaison with the State Library. These individuals represent the range of geographical and economic areas in Arizona, from wealthy suburban to poor rural communities. The county library systems depend on the State Library for a wide variety of programs and services; their support of the use of LSTA funds is critical to ASLAPR and provides an indication of whether the broad community is reaping the benefits of the funds. Some individuals are members of more than one of these three groups, but each individual completed the survey only once. A total of forty-three individuals received surveys in the mail in late February, 2001. After one mail follow-up to non-respondents in mid-March, 2001 and subsequent phone follow-ups, a total of thirty-eight completed surveys were received from the forty-three individuals originally contacted. The five individuals who did not complete surveys stated that they had insufficient knowledge to answer the questions.

The survey was designed to inform two aspects of the overall evaluation of the implementation of LSTA in Arizona. First, individuals were queried on the impact of LSTA funds on programs in Arizona, including specific statewide programs, training, collaboration with other cultural institutions, direct grants, and the overall impact of the funds.   Second, individuals were asked to provide information on the administration of the LSTA programs, both statewide programs and competitive or direct grants, by the Arizona State Library, Archives and Public Records. The survey results are used in this report in a variety of sections. Data and comments from the survey are used to illustrate reactions to specific programs, and they are used to provide evidence for the section of the evaluation on Administration of LSTA in Arizona. Materials relating to the survey are in the Appendix and include a complete tally of responses and transcription of comments.

The third method used to gather data was the interview method. Interviews can provide a more in-depth understanding of an initiative and the interviewer can clarify responses in a way that is difficult with a printed survey. A number of individuals were contacted by phone and e-mail to discuss their involvement in various projects. Interview guides were prepared in advance of conversations but the interviews were kept open-ended in order to elicit a full response from the individuals. Some of the extensive comments that individuals wrote on the survey and in some of the project documentation also assist in giving a "voice" to many of the initiatives funded through LSTA.

V. Review of Five Year Goals and Activities: An analysis of implementation and community perceptions

ASLAPR established an extensive array of programs and activities, some ongoing and some new, to be funded with LSTA monies. The priorities were reviewed by the Statewide Library Commission and approved by IMLS. The broad focuses were:

- Improved services through effective use of technology
- Collaborations with cultural institutions and agencies serving the public
- Services to underserved, including children and families living in poverty
- Improved professional training for library, museum and archives staff

In the survey described above, key leaders in Arizona were asked to what degree they felt that LSTA funding for Arizona's libraries had made an improvement in Arizona libraries' progress in defined areas and overall. Their responses were overwhelmingly positive. (Data is included in the Appendix.) For all services listed, at least 64% and up to 92% of the respondents felt that services were "significantly better" or "somewhat better." These services included:
- Technology-enabled services in libraries, e.g. ILL
- Statewide licensing of FirstSearch
- Computer availability/enhancement
- Connectivity to the Internet
- Internet training
- Training and funding to digitize materials
- Development of partnerships with cultural institutions
- Making cultural institution resources more readily accessible electronically
- Overall availability of training and education programs
- Training programs that include a variety of cultural institutions
- Availability of library and information services to the underserved
- Recognition of the value of resource sharing

Those that felt services were "about the same" ranged from 0% - 13% for each service. In only one case did anyone identify a service as "somewhat worse" – the reaction of one individual to the availability of training and education programs. None of the respondents gave the response "significantly worse" for any of the services. In each of the service categories, from 5% - 28% (2-10 individuals) of the respondents selected the response "don't know."   In another question, the participants were asked whether they felt that LSTA funds made a significant impact on the availability of technology and technology-related services in the state's libraries. Of the 37 individuals who responded to the question, 92% (34 individuals) answered "yes," no one answered "no," and 8% (3 individuals) answered "don't know."

This section reviews the specific priorities and activities that ASLAPR set to accomplish in the first five years of LSTA funding from IMLS. An overview of each activity is provided; this material is based on an examination of documents and discussions with ASLAPR staff. In many cases, documentation was extensive. In addition, where available, comments on the activity are included from the survey to key leaders, described above, interviews with ASLAPR staff and project participants, and project documentation. These comments are in italic script. Findings are presented in each priority section.

Priority 1: Support the improvement and enhancement of services by providing and effectively using technology to make available and deliver information.

Overall comments by librarians on statewide services provided with LSTA funding:

- *Previous to the arrival in Arizona of State Librarian GladysAnn Wells, very little had been done at the state level to enhance or even develop these services. She has revolutionized library service development in <u>all</u> these areas.*

- *Has truly benefited the rural libraries in Arizona.*

1.1 Activities – Continuing:

1.1.1 Interlibrary Loan Program

A cluster of activities related to resource sharing benefit from LSTA funds. This includes enabling libraries and other cultural institutions to contribute records to databases to facilitate identification of location of resources, a prerequisite for resource sharing. Providing an overall framework for in-state interlibrary loan through AZ Net, including a reimbursement system that provides an incentive for larger institutions to actively participate, is an important role of the State Library. FirstSearch, a collection of databases made available through a statewide license (and covered in Priorities 1.1.1.5 and 1.2.4) is also seen as an important component of resource sharing by librarians in the state.

Comments from county and public librarians on the increased recognition of the value of resource sharing in Arizona as a result of LSTA:

- *ILL enhancement over the years through AZNET and later AMINET have been extremely positive for our patrons, i.e. reduced turnaround time (average) from 3 weeks to less than 10 days. It also, for us at least, enabled our patrons to more readily access Arizona holdings. First Search has also been very positive and provided more immediate access for patrons in rural Arizona to types of information that they may not have ever accessed otherwise.*

- *This is an area that the State Library supports and advocates. Things have improved.*

- *Resource sharing has been a larger reality since CatExpress was added. First Search enhances resource sharing as a continuing service.*

- *Smaller libraries are proud that they have things to share.*

1.1.1.1 AzNet – Arizona bibliographic database

AzNet is an interlibrary loan program that assists libraries throughout Arizona in providing materials for their patrons not found at the patron's library. It supports the spirit of interlibrary cooperation among all types of libraries by providing a framework for cooperation at the local and state level; it facilitates lending and borrowing in Arizona; it provides standards, guidelines and protocols for consistent interlibrary loan practice at the local and state level; and it encourages continued development of high-quality interlibrary loan service to Arizona users. AzNet libraries utilize the OCLC database to locate and request needed titles. The increasing numbers of interlibrary loan transactions provide evidence of the success of the program.

FY 1998 borrowed 93,626 lent 117,103
FY 1999 borrowed 92,524 lent 117,744
FY 2000 borrowed 97,261 lent 123,183

1.1.1.2 AmiNet – Five-state bibliographic database
(Arizona, New Mexico, Oklahoma, Texas, and Arkansas)

AmiNet is the group of states primarily serviced by the Amigos Library Services Network. The group includes Arizona, New Mexico, Oklahoma, Texas, and Arkansas. The ASLAPR representative to Amigos negotiated an interlibrary loan network agreement to have the holdings of all five states be available to each other's borrowers. Now all the libraries in Arizona can access the holdings of the libraries in the other states that are Amigos or OCLC members. This has been a very successful program, enabling Arizona's libraries to have a broader base from which to borrow library materials for their patrons.

1.1.1.3 Support additional memberships in AzNet/AmiNet

ASLAPR has financially supported Arizona libraries' membership in Amigos by paying for the initial membership costs, profiling costs and three years' worth of Amigos/OCLC interlibrary loan services using a declining support formula. ASLAPR has paid 100% of the first year, 50% of the second year, 25% of the third

year and 0% from year four on. This allowed the libraries to utilize the services, adding to the OCLC database and participating in interlibrary loan activities, with an increasing share of the costs falling on the member library. As of May, 2001 the formula has changed to 100% the first two years and 0% from year three on. When ASLAPR created AzNet in 1992, there were 47 members. Today there are 103 AzNet members.

Comment from a city librarian:

We have very good ILL service plus an assistance program to help small libraries become "selective user" members of Amigos.

1.1.1.4 Net Lending Reimbursement for AzNet-AmiNet members

ASLAPR encourages interlibrary loan through a program of Net Lending Reimbursement. The amount is calculated based on an OCLC report that lists net borrowers and net lenders. The amount paid to a net lender is calculated on the number of loans made over the number of loans received. If the amount is 34 loans or more, the library is reimbursed $3.00 per loan. This net lending program encourages libraries to participate in interlibrary loan.

FY 1997 $26,259
FY 1998 $32,790
FY 2000 $39,009

1.1.1.5   Provide online reference services for AzNet/AmiNet members

This objective is met primarily through offering the FirstSearch service. In 1993 ASLAPR began paying for the FirstSearch online reference database services provided by Amigos. These databases include ArticleFirst, Contents First, Eric, GPO, Medline, Netfirst, Papersfirst, Proceedingsfirst, Union Lists, Wilsonselectplus, World Almanac, and Worldcat. Any AzNet member may access these databases free of charge. Use of these databases has risen dramatically as statistics below indicate. (See additional information in Statewide Licensing of Databases.)

FY 1999   40,000
FY 2000 207,456
FY 2001 year to date   252,220
FY 2001 projected   300,000+

Comments from librarians:

- *Wonderful reference tool!*

- *First Search is a critical component of our ability to get information to customers.*

1.1.1.6 Support the continuing creation of MARC records for the AzNet/AmiNet database

ASLAPR supported the adding of new MARC records to the OCLC database by paying for the tapeloading of new records from member libraries' local systems. ASLAPR also paid for new MARC records cataloged on OCLC by the Agency's Research and Law Libraries. Additionally, ASLAPR paid for retrospective conversion through LSTA competitive grants and through a new OCLC product CatExpress. The CatExpress project is committed to the adding of 206,180 holdings records to the OCLC database by June 30, 2002 through retrospective conversion projects.   ASLAPR is managing the program and through that management, Amigos also allows Arizona libraries to utilize CatExpress for new titles at a reduced rate per record, with the potential of adding an additional newly cataloged 15,260 holdings records in FY 2001. Through these two programs, hundreds of thousands of holdings records have been added to the OCLC database facilitating interlibrary loan cataloging in Arizona.

Comment from a city librarian:
The most recent added service, CatExpress, has given us an affordable cataloging tool.

1.1.1.7 SOLAR (Serials Online In Arizona)

SOLAR is the Serials Online Arizona project.   ASLAPR functions as the Union List agent for all Arizona libraries. Full OCLC member libraries update their holdings directly online. Currently ASLAPR is reviewing the usefulness of a fiche product formerly distributed to libraries. This is not an active project at this time.

1.1.2 Assist state and cultural institutions to make their bibliographic and other information electronically available to the public.

Through the competitive grant process, libraries have been able to purchase and install automated library systems, providing their patrons and the Arizona public at large access to their catalogs. Another aspect of this activity involves the use of tapeloading from local systems and CatExpress to add holdings information for patron use. Funds for retrospective conversion enable records to be created for materials which then become more accessible for users statewide.

Comments from museum professionals:

- *Soon, our Library users will be able to search our online catalog (LISTA.arizona.edu) via the web. Visitors to our Library will also have access to three public access terminals.*

- *LSTA funds are supporting our retrospective conversion project which will lead to our first OPAC. This will have direct and significant impact on our users. LSTA funded a series of workshops for our consortium which helped this diverse group agree on cataloging standards across different media and foster much greater cooperation and resource sharing. As a direct result of LSTA funding, our museum administration funded temporary support staff (graduate students) to aid in the recon project. This would never have occurred had it not been for the LSTA support.*

1.1.3 Support of the departmental Internet servers

Support of ASLAPR's servers is evidenced by the recent upgrade/addition of a RAS (Remote Access Service) server to provide better dialup service for libraries in the field. Users can now get closer to 56k connections, compared to 24k connections earlier. ASLAPR provides a toll-free telephone number for public libraries to use to connect to the Internet. The number of libraries using this service changes constantly as many take advantage of local Internet service providers and use ASLAPR only as needed. This free connectivity allows for even the smallest and most rural libraries to have Internet connectivity and achieves the goal of providing access for all Arizonans.

1.1.4 Collect and disseminate statistical information

ASLAPR annually publishes <u>Arizona Public Library Statistics</u>, a compilation of statistical data covering staffing, collection size, operating income and expenditures, and special programming. The publication is distributed to all public libraries in Arizona, to the fifty State Libraries, and to other interested groups. In 2001 ASLAPR implemented new software called Bibliostat Collect to enable public libraries across the state to input their own statistical information to facilitate the gathering of data for this publication. ASLAPR also contributes statistical data on Arizona libraries to the National Education Statistics Office and to the State Library Agency Survey. The Arizona LSTA Annual Report also includes statistical data.

1.1.5 Support the EDIC (Economic Development Information Centers) program. These centers are now located in 27 libraries throughout the state

Twenty-seven EDIC centers in Arizona provide access to current business information for local businesses and economic development practitioners. The centers include a core collection of business materials, a staff person (EDIC liaison) with specialized business information training, and access to electronic business resources. The centers also provide a support system for local economic

development. Six training workshops per year were offered to EDIC liaisons to keep them up-to-date on census data, Internet sources, and specialized electronic business databases.

1.2 Activities – New:

Several objectives related to EAGLE and Western Governors' University (WGU) were not carried out due to a state government decision to terminate participation in WGU. It is significant that the State Library took the risks needed to become involved in these projects; not all technology initiatives will yield results, but it is important for the State Library to be involved in any that have support from the Governor's office.

1.2.1 EAGLE (Education and Government Linking Electronically)

EAGLE was a project initiated by the Governor's office. The State Library encouraged library participation by supporting librarians' travel and phone calls to participate on EAGLE committees.

1.2.2 WGU (Western Governors' University)

ASLAPR participated in WGU by helping with the membership fee paid by Arizona and by conducting a workshop for Arizona's librarians describing the project and encouraging librarians' participation in support of the WGU students. Arizona's participation was terminated by the state government.

1.2.3 Pilot project to assist the development of community learning centers in conjunction with the EAGLE and WGU projects

This pilot project was never initiated, as it became clear that the WGU was not going to be supported by the state.

1.2.4 Statewide licensing of databases

FirstSearch is the statewide project to make a base package of twelve databases available. They include ArticleFirst, Contents First, Eric, GPO, Medline, Netfirst, Papersfirst, Proceedingsfirst, Union Lists, Wilsonselectplus, World Almanac, and Worldcat. This program is one of the most popular with libraries around the state.

Comments from librarians in the state:

- *This is a <u>critical</u>, irreplaceable program that equalizes rural libraries' access to periodicals.*

- *We use First Search heavily. This is something we could not afford otherwise, so we are very glad to have it..*

- *Provide core First Search databases. Would be helpful if they could fund additional First Search databases.*

- *Benefited all libraries providing a base level of electronic services statewide.*

1.2.5 Fund a grants program to provide computers and connectivity for libraries

LSTA competitive technology grants have been used to provide computers and connectivity for many libraries throughout the state. This has been a very successful program and every public library in the state now has Internet connectivity and at least one computer. Some grants recently awarded are "Wickenburg Internet Connectivity Project," "Community Access Project," "Anytime Anywhere Access," "Basic Computer Training for Senior Adults," and "Developing an Online Community Info Center."

Comments from County Librarians:

- *We had a "Technology Enhancement" grant that enabled us to place PCs in every library in our county, install 56k lines and gain direct access to the Internet. We purchased hubs and routers and were able to retire our slow antiquated modems. Library patrons now access the Internet at up-to-date PCs over a reliable, constant telecommunication network. Without the grant, it would have taken us years to bring each library up individually as funds allowed.*

- *LSTA provided funds that established computer services in our district. Funds were used to purchase one public access computer for each branch. In all but one instance, these were the only computers in the branches. Funds also allowed us to establish Internet connectivity. Without this seed money I suspect we would still be without public access computers and Internet connectivity. (Except for Gates computers, newly installed March 2001.) I believe it is easier for us to assume on-going expenses than it would be to raise the necessary funds to initiate services.*

- *Even the most remote areas have Internet access except where there are local technology issues. Our users have access to many more new materials because of LSTA and view their library in a much more favorable light.*

- *Without these funds small rural libraries would not have been able to get Internet service. These funds are vital to rural Arizona.*

- *LSTA grant funds provided the purchase of computers and telecommunications equipment in libraries that otherwise could not afford to do so on their own. Patrons in these libraries are able now to access the Internet, their local collections and other library collections in the library wide area network.*

- *LSTA grant funds helped enhance our library network and purchase computers for all of our libraries. Without the funds, this process would have taken a lot longer to realize.*

- *They are very supportive of connectivity. Getting this out to rural areas is very hard; there are still some obstacles to overcome.*

1.2.6 Fund projects to digitize materials that will be accessible by the public

LSTA competitive digitization grants have been used over the past few years to digitize materials of historical value and significance. Several digitization project workshops have been held, digitization standards were created, and ASLAPR staff created a digitization manual for use by Arizona's cultural institutions. Notably, this manual is included on the IMLS website to provide guidance for grant seekers around the country; this is important recognition of the quality of the guidelines produced by ASLAPR. Some of the digitization grants recently awarded by ASLAPR are "Digitizing Chandler's Historical Photographs," "CAZMAL Training & Evaluation for Digitization," and "The Ten Books Project."

Comments from librarians:

- *The State Library is very forward-looking in digitization. They are doing great things and helping others to accomplish projects also.*

- *Developed standards, encouraged partnerships, funded a variety of projects (large and small institutions). Also, provided Electronic Records Retention Training.*

- *Very good progress and impact.*

- *This category hasn't been used by us but statewide progress has been made.*

- *This is an area where the expertise may not be enough to accomplish objectives.*

- *Improvement has been made, more to be done.*

1.2.7 Implement and monitor the Federal E-Rate program

Over the past three years of the program, Arizona libraries have received more than $1.9 million in discount funding. Some of the county libraries applied for discount funding that supported a county-wide network, while individual libraries within the county may or may not apply for additional discounts for their site specific telecommunications needs.

Findings:

- Library leaders in the state believe that great strides have been made in statewide services such as interlibrary loan and statewide site licensing of databases as a result of LSTA funding. Providing equitable access to commercial information resources is an important function for libraries in the digital age.
- The combination of funding for cataloging and the funding for statewide interlibrary loan has led to an increased capability for resource sharing in the state. It has enhanced the capability for small libraries and libraries in institutions such as museums to contribute to resource sharing as well as to reap the benefits.
- Funds for computers and Internet connectivity for public libraries, especially those in rural areas, has been one of the big successes of the LSTA program.
- The state has made a good start with digitization efforts.

Priority 2: Establish partnerships and collaborations with cultural institutions and agencies serving the public.

In 1999 ASLAPR sponsored its first Convocation to introduce library, museum, and archive staff to each other and to promote discussion of common and unique resources. The Convocation, now in its third year, promotes coordinated collection development, statewide collaborative resource sharing, and the conservation and preservation of Arizona's cultural heritage through increased communication among Arizona's cultural heritage institutions and organizations. The Convocation will be described more fully in a later section of this report. Many librarians consider that Arizona has made great strides in promoting collaborations among cultural institutions in the state.

Comments from librarians, archivists, and museum professionals:

- *Leading the nation in this area—outstanding!*

- *I have been a librarian in AZ for 23 years and more has been accomplished in this area in the last few years through ASLAPR and LSTA than ever before.*

- *ASLAPR has been a leader in encouraging partnerships among cultural institutions.*

- *LSTA grant funds have enabled us to partner with local museums.*

- *We have had collaboratives with our history/museum people for years. LSTA helped us to do more.*

- *Communication for first time among library, archives, and museum professionals—next step would be more concrete partnerships.*

- *Much has been done with many creative projects completed or underway—both urban and rural.*

- *There's been lots of pressure to make this happen. In areas that are short-staffed often coordinating such partnerships can be overwhelming.*

2.1 Activities – New:

2.1.1 Create a directory of cultural institutions

The Cultural Inventory Project (CIP) was initiated with the first Convocation. The Project's three goals include providing a list of every library, archive, and museum in Arizona, giving an overview of their missions and scopes of collections, and finally, describing the collections. The directory of cultural institutions, a listing of institutions which provides addresses, phone numbers, e-mail and website addresses, and contact names, is available on the World Wide Web at http://cip.lib.az.us/demo.html. The Arizona History Traveler website, a project of the Arizona Humanities Council and the Arizona Office of Tourism, describes cultural sites around the state, and each site has a link to the CIP; this gives the CIP site increased visibility. The project is described in detail in a later section of this report.

2.1.2 Complete an inventory of the collection development policies of these institutions

Attendees at the first Convocation in 1999 submitted collection development policies from libraries, museums, and archives throughout Arizona. The policies were compiled into a publication, <u>Collection Development Policies from Arizona Institutions and Organizations</u>. Originally published in print format, it is now available on the Cultural Inventory Project web site at http://cip.lib.az.us/demo.html.

2.1.3 Create a database of the inventory and make the information available on our web site, on disk, and in print

The Cultural Inventory Project database (http://cip.lib.az.us/demo.html) provides increased access to cultural resources in the state and facilitates their cooperative management. The database allows several access points for searching. Archivists, curators, librarians, scholars and researchers can search for collections by name, by location, by subject content, and by type of repository. Collection guides, or descriptions of the collections, are also being added to the database although this aspect of the project may be rethought. A more complete description of the Cultural Inventory Project is provided in a later section of this report.

2.1.4 Assist these institutions in creating electronic records of their holdings and making the location information available. Records would include bibliographic, full text, and visual format

ASLAPR has funded projects such as the Yavapai Heritage Round-up that inventoried archival and museum holdings in the county.

ASLAPR developed the Digital Projects Guidelines to assist institutions in providing new levels of access to the unique collections of Arizona's libraries, museums, and archives. These guidelines are available at www.lib.az.us/digital/index.html. The guidelines include instructions on planning the project, equipment and software requirements, how to scan images and documents, how to digitize materials, storage and maintenance of digital files, frequently asked questions, and recommended readings. A link to the guidelines is provided on the IMLS website so that other cultural institutions around the country can benefit from Arizona's work when they develop proposals for digitization projects.

In responding to a question on the effectiveness of making cultural institution resources more readily accessible electronically, most librarians and cultural institution professionals were pleased with progress in this area but believed there is more to be done.

Comments from librarians, archivists, and museum professionals:

- *This project(Yavapai Heritage Round-up) inventoried archival and museum holdings in our county. Users frequently request additional copies of this resource because it gives them a comprehensive look at county-wide holdings.*

- *This has improved greatly, and we are making progress in this direction. Still a lot of work to be done.*

- *Developed standards, encouraged partnerships, funded a variety of projects.*

- *Definitely a work-in-progress.*

- *We have a way to go in this area. What is very important is that we have started.*

- *Good progress—This is a very big challenge.*

- *Still more to be done.*

Findings:
- The State Librarian has a strong vision that promotes collaboration between and among cultural institutions in the state and has provided leadership in this area.
- The activities such as the Convocation and Cultural Inventory Project could serve as models for other states pursuing collaborative initiatives.

Priority 3: Target library and information services to persons who have difficulty using a library or traditional print materials. Target underserved urban and rural communities including children and families below the poverty line.

Key leaders among the Commission, Council, and County librarians believe that LSTA has enabled Arizona to make much progress overall in this area.

Comments from librarians:

- *We have seen some wonderful programs in this area, actually the most exciting.*

- *The project allowed cultural awareness and assisted in revitalizing Tribal languages.*

- *LSTA grant funds have enabled us to purchase bilingual books, Spanish books, and books for the local WIC (Women, Infants, Children) clinics.*

- *The Convocation and including 5 Tribal Library Programs has significantly helped.*

- *Vast improvement statewide.*

3.1 Activities – Continuing:

3.1.1 Arizona Reading Program

The Arizona Reading Program, which began in 1974 as a summer reading program for public libraries, is now a year-round program. The program provides manuals, posters, book logs, certificates, and bookmarks for libraries. In 1998 97,000 children from 150 public libraries participated in the program. In 1999 the number of participants increased to 98,000 from the 150 public libraries. Maricopa County

libraries (Phoenix and surrounding area) withdrew from the program in 2000, when they had an opportunity to partner with the newly formed Phoenix baseball team, leaving 75,000 children participating from 90 public libraries. The program is conducted in collaboration with the Arizona Humanities Council.

3.1.2 Support the Sun Sounds Radio Reading program

LSTA funds helped support the development of Sun Sounds new telephone and web-based service called Sun Dial. Sun Dial combines the technology of the Internet, along with both human speech and synthesized speech to enable individuals to access printed information at their convenience by using their personal touch-tone telephone. This connection interfaces with the Sun Sounds web page and enables the listener to choose the program category and news article that the listener wants to hear. A person who dials into the Sun Sounds server to search and listen to Sun Sounds programs will also be able to search the web and listen to pages read through synthesized speech without the need of a home computer. More than 30,000 citizens of Arizona utilize the Sun Sounds Radio Reading program each year.

3.2 Activities – New:

3.2.1 Develop a pilot grant program for libraries to serve

- *children in poverty*

- *underserved urban and rural residents*

- *those who cannot use traditional print and library materials*

- *English literacy and English as a Second Language programs for all age groups*

The LSTA Project Manual for Grants, published by ASLAPR, provides guidelines, grant application instructions, and a project timetable for applicants. In addition, grant proposal writing workshops are held across the state throughout the year to assist applicants in preparing proposals. These materials were developed to assist all institutions, but especially those in poor and rural areas, to have the background to develop viable grant applications. FY 2000 grant awards included "Child Safety on the Internet," "Improving Rural Access to Libraries and Information Services," "Colorado River Mystery Tour for Youth," "Cross-cultural Heritage Theater Youth Workshop," "Libros y Museos: Read and Play at the TCM," "Children and Adults Reading Together," "Kids Create," "Born to Read," "Birth & Beginning Years (BABY)," "Page Adult Literacy Service," "MOTHEREAD Arizona," "START SMART for Reading Success," "Parenteen," and "Journeys: the Native American Experience."

The Children in Poverty grant program allocated LSTA funds to county and metro libraries based on the relative level of children in poverty in their regions. The program enabled libraries to meet the needs of poverty-inhibited children in their counties and offered libraries the opportunity to purchase books for children in poverty, underserved urban and rural residents, and those with literacy and English as a Second Language needs.

Comments from librarians:

- *The "Children in Poverty" Program was greatly appreciated by all of our affiliate libraries and well received by their patrons. Also, we continue to have very good communication with state library staff and have attended several workshops/training events that were LSTA funded.*

- *"Books for Children in Poverty" enabled our rural libraries to purchase hundreds of children's titles.*

- *LSTA is funding a documentation and evaluation project as part of our Youth and Community ACCESS programs, which deliver computer programs to low-income and new immigrant library patrons. We are thrilled with what LSTA dollars have enabled us to do.*

- *Programs for Native Americans were especially appreciated.*

Findings:
- Libraries around the state have used LSTA funds to provide programs for the poor and underserved and to enhance library collections for underserved populations.

Priority 4: Develop and provide a program of training and retraining of persons in libraries, cultural and archival institutions using both new and traditional delivery methods.

4.1 Activities – Continuing:

4.1.1 Sponsor training and education programs

ASLAPR presents a number of programs and workshops each year for training and continuing education opportunities for library and museum personnel. Topics include grant proposal writing, customer service excellence, cataloging, employee burn out, and children's services. From 1998 to the present 8,000 people attended 400 training programs and workshops. In addition, ASLAPR annually co-hosts the Library Institute with the University of Arizona School of Information Resources and Library Science. The weeklong intensive professional training institute is designed to enhance the professional development of librarians and library staff who do not hold

MLS degrees and who work in predominantly rural areas of the state. Thirty library staff attend the Institute each year.

Comments from librarians:

- *We are gaining access to many training opportunities.*

- *The amount of training offered has increased and those that we have attended have been very helpful, and good training was presented.*

- *Excellent opportunities.*

- *Incredible increase in training!!*

- *In Phoenix area too few. People turned away as sessions are full.*

4.1.2 Disseminate information about other training and education programs

ASLAPR publishes monthly the Arizona Continuing Education Calendar of Events. The Calendar lists continuing education courses, workshops, training sessions, forums, meetings, and conferences around the country for Arizona librarians and staff. The Calendar, which has a mailing list of 500, is also available on the web at http://www.lib.az.us/events/wrk.htm. A listserv maintained by ASLAPR also keeps library staff informed about continuing education opportunities.

4.1.3 Assist with technology training and education

Several training programs specifically focused on the technology training needs of Arizona's library personnel. A national satellite teleconference on "Internet Dilemma: Filtered or Non-filtered" was held in Spring, 2001. Workshops on OCLC ILL, MARC records, authority files, FirstSearch, Arial software, and ready reference on the Internet provided training assistance with online technology. The Soaring to Excellence Teleconference series offered additional opportunities for staff development in technology.

Comment from a county librarian:

- *We have been able to provide on-site computer literacy training to small groups of library staff and the general public who probably would not have been able to travel to centralized workshops. We hired trainers on an LSTA grant who have been available on request to a dozen rural libraries in our county. Evaluations have been very enthusiastic. LSTA has helped us inaugurate a new role for our libraries—as a place to learn about and use computers.*

4.2 Activities – New:

4.2.1 Expand continuing education to include all cultural institutions

During their visits to libraries and museums around the state, ASLAPR consultants encourage participation among museum and cultural institution staff in continuing education workshops and programs. Some joint workshops are held with the Museum Association of Arizona. LSTA and state funds were used to help publish and distribute the Museum Educator's Council of Arizona publication *Museum Ed-Ventures*. *Museum Ed-Ventures Resource Guide* contains information about many of the State's institutions and related educational resources. The guide was designed to provide a starting point for teachers to determine available resources and field trip opportunities.

Comments from librarians:

- *Need more of this.*

- *Trend setting.*

4.2.2 Explore with other agencies and institutions, the delivery of training and education (a) via the Internet, (b) via teleconferencing, and (c) via distance learning.

ASLAPR has provided support for statewide access to a number of professional development teleconferences. LSTA funds support a University of Arizona School of Library and Information Science course in Phoenix and helps support some distance education for the program. In addition, it is helping the School develop an internship program.

Findings:
- The State Library Agency offers or provides access to a broad array of training opportunities, including some national programs provided via teleconferencing. Professionals in the state believe that offerings have improved due to LSTA funding but that even more opportunities would be useful.
- Opportunities for professional development include museum and archives professionals as well as librarians and help foster the culture of collaboration among cultural institutions in Arizona.

VI. In-Depth Evaluations

Technology Infrastructure

A major goal of the LSTA program and the implementation of LSTA in Arizona is to improve the level and capabilities of technology in libraries statewide. In order to better understand and document the state of technology in public libraries in Arizona, ASLAPR contracted with the School of Information Resources and Library Science of the University of Arizona to conduct a survey in 1996-7. The resulting report provided data on how many Arizona public libraries had computers, what percent of those computers had up-to-date operating systems, and how many could make full use of the World Wide Web. In addition, they surveyed librarians about their perceptions of technology and technology training needs. The report stated that while most Arizona libraries had computers in 1996, only about half had up-to-date operating systems and only about half could make full use of the World Wide Web.

As a result of concerns with these figures, the State Library began to use federal funds to infuse public libraries with desktop equipment and connectivity. The State Library completed a switchover from analog modems to RAS (Remote Access Service) to Arizona libraries. This service enhancement enables dial-up users to access the Internet at up to 56K speed.

By 1998, a dramatic improvement in the state of technology in public libraries had been achieved, although still more improvement was desirable. In preparing an application for technology funding from the Bill and Melinda Gates Foundation, ASLAPR gathered data on the state of technology in public libraries in Arizona in 1998. While the figures are not fully comparable with the data collected in 1996, some comparisons can be made.

A comparison of 1996 data on the percentage of computers in each county's public libraries with "up-to-date chips" was made to the percentage of computers in those libraries that had Pentium chips in 1998. Data was available for 14 out of 15 counties. For those counties, in 1996, an average of 64% of computers in all of the public libraries had up-to-date chips; the range was from 45.5% - 80%. By 1998, the percent had increased over 16% to 80.5%, ranging from 58.3% - 95.8%. The table below illustrates the changes in computer equipment from 1996-8.

Table 1.
Public Library Computers in Arizona 1996-1998

Counties	1996 – Up-to-Date Chips	1998 – Pentium Chips
Apache	53.8%	90.5%
Cochise	66.7%	90.3%
Coconino	68.8%	77.9%
Gila	76.9%	58.3%
Graham/Greenlee	66.7%	81.8%
La Paz / Yuma	70%	78.4%
Maricopa	80.1% *	89.9% *
Mohave	60%	61.1%
Navajo	45.5%	85.2%
Pima	82%	N/A +
Pinal	71.4%	95.8%
Santa Cruz	N/A	N/A
Yavapai	47.6%	75.9%

*Excludes Mesa and Phoenix
+Data was gathered separately

During this period, access to the Internet in public libraries was becoming increasingly important as citizens began to see the value of information resources on the Internet, and public libraries in Arizona provided Internet access to many individuals who did not have connections in their homes. The increase in technology funding, made possible by LSTA, allowed a dramatic rise in access to the Internet in Arizona's public libraries. While in 1996 none of the public libraries had more than 52% of their computers with graphical access to the Internet, by 1998, all of those reporting had either a 56 Kb/s or T1 connection, more than adequate for quality access to graphical materials on the Internet.

Since the LSTA program's inception, ASLAPR has helped raise $11.5 million in grant funds for technology and other initiatives. These include a significant investment from the Gates Library Foundation, a grant from the Pulliam Foundation, grants from the federal E-Rate Program, and a grant through Libraries for the Future. The State Library facilitated the process for Arizona public libraries applying for grants to the Bill and Melinda Gates Foundation Arizona Statewide Partnership Program. 85 grants were awarded totaling $1,620,219.36 in hardware and software. These grants were made to 103 local pubic library buildings in 85 library systems. An additional $2.8 million will be contributed in installation, training and support during 1998-2004. When added to the grants received last fall by the state's large public libraries, the total worth of the Gates investment comes to approximately $5 million.

The Arizona State Librarian stresses the importance of having a sound foundation of investment in technology in place before seeking out technology funders from the public or private sectors. The funders want to see that a genuine commitment to

technology is being made in the state and that reliance is not totally on outside funds to build an infrastructure.

Similarly, some of the beneficiaries of LSTA funds for technology were able to use their progress to gain additional funds. A library of an Arizona historical society received $15,000 of LSTA funds in the technology grant category. In their final report, they stated, "LSTA funds enabled the museum to begin its entrance into the Technology Age…Funding was needed to pay for wiring and installation…Without LSTA funding, the project would have been delayed for several years." Further, once the wiring was in place, it motivated the historical society to provide additional funding to its library to purchase a file server and software. The LSTA funds helped the historical society to jump start its technology initiative.

Another component of technology enhancement by the State Library was the funding of an opportunity for 18 libraries to convert their catalogs to machine-readable records, making their collections accessible to other Arizona researchers. Some direct grants were provided to libraries to automate their operations and/or provide Internet connectivity; these grants were especially valuable for small libraries. As one library commented in its final grant report for funding of automating their community library and connecting to the local library network, "It's difficult to adequately describe the enormous difference the expenditure of these funds ($5,500) has made to the functioning of this library…Almost without exception, the access to the YLN database has been embraced enthusiastically by our patrons. They see it, as do we, as a major step forward in services offered." Another small public library reported on the use of its $22,000. grant to "turn what was a dreary room into an up-to-date computer lab with Internet connection for public use." They attached to their report an article titled "Library's New Computer Center Already a Hit" from the local newspaper, enthusiastically describing the new facility.

The direct grant program has funded local digitization projects, enriching access to Arizona materials via the Internet. One such project was a website for the Deer Valley Rock Art Center which includes bibliographic descriptions and images pertaining to the study of ancient rock art and specific examples from Arizona sites. Another project by the Pinal County Public Library digitized papers and photographs of a prominent Arizona public servant, Ernest McFarland. Work on this project continued beyond the LSTA funding with the creation of a sampler CD containing some of the archival materials and including audios from radio broadcasts from the 1940s; they are putting these CDs in every public library in the county.

In the survey conducted by the University of Arizona Library School in 1996, librarians were asked to rank their most pressing needs. Near the top of the list was the need for Internet training for librarians. ASLAPR responded to this concern by using a portion of LSTA funds to support training opportunities around the state. For example, in 1998-9, 36 programs were offered, which were attended by 406 participants for a total of 1983 contact hours. The workshops addressed such topics as filtering devices and issues, imaging and imaging technology, and Internet Basics.

Funding was used to provide site fees for national teleconferences on such topics as periodical databases and disaster planning.

The State has invested LSTA funds in a combination of mechanisms that all tie together to advance technology development for libraries in the state. They have funded desktop equipment, networking infrastructure, technology training, and digital content, and that mix has provided the base for Arizona citizens to participate fully in the Internet revolution.

Findings:

- The availability of up-to-date workstations and Internet connections in libraries throughout the state has dramatically improved during the LSTA funding period, through the use of LSTA funds and other funding sources.
- The various types of technology funding – for equipment, connectivity, digitization, and training - allow various types of libraries that are at various stages of technology development to gain from the availability of LSTA funds.
- ASLAPR and libraries in Arizona have very effectively raised funds from private and public sources to support technology initiatives in Arizona libraries. Availability of LSTA funds has enabled this process.
- Direct grants for computers for all county libraries was a critical step in establishing a baseline of technology around the state. Since technology does not stand still, a continuing stream of funding will be required to preserve the benefits of this investment.
- Training will continue to be a critical piece of the picture if technology is to be effectively employed in libraries throughout the state.
- The development of digitization guidelines by ASLAPR and their dissemination through the IMLS website (as well as through ASLAPR) is a notable accomplishment and places Arizona in a leadership role.

Collaboration and Resource Sharing

The Cultural Inventory Project

Fostering collaboration and resource sharing can be assisted by developing mechanisms to prompt partnerships and interactions among professions, individuals, and information resources. Having a convenient means of locating partners with similar or complementary interests or collections can facilitate collaborations. The Cultural Inventory Project (CIP) seeks to increase access to the cultural resources in the state, to preserve Arizona's cultural heritage, and to promote collaboration between the custodians of those materials. In development since late 1999, the tangible products of CIP will be a collection level online database and a print directory. These will be comprehensive listings of all cultural resources in the state, including archives, libraries, and museums, along with their mission, scope, and description of their holdings. The descriptions will highlight collections of unique and rare Arizoniana held by those repositories. A variety of audiences can benefit from the CIP. Cultural institution professionals such as archivists, librarians,

historical society staff, and museum personnel, will be able to use the tool for a variety of purposes, including identifying potential partners. The wider public of researchers and citizens will be able to use the CIP to discover the rich resources related to Arizona heritage in the state.

The project director, Richard Pearce-Moses, became involved in the CIP after he spoke at the first Arizona Convocation in 1999. Pearce-Moses, who at the time was employed at the Heard Museum and also had a background in archives, had been asked to give his perceptions of the state of archives and museums in Arizona. In his talk, he challenged Arizona to "get the big picture" and describe its cultural heritage collections. He believed that in many cases, collections of museums, archives, and libraries were inadequately described and often focused on individual items rather than collection-level description. The idea to have a statewide mechanism for describing cultural heritage materials seemed to excite people attending the Convocation. At the same time, State Librarian GladysAnn Wells was encouraging the cultural heritage institutions to collaborate, and as a mechanism to initiate sharing, she had asked each individual participating in the Convocation to bring with them a description of their institution's collections. Wells' conception and Pearce-Moses' exhortations converged to form the Cultural Inventory Project. With the support of LSTA funds, Pearce-Moses is developing the structure of the online and print products and oversees the gathering and development of information to populate the project.

The CIP online and print versions consists of three segments of information: a directory of cultural heritage institutions providing basic contact information and hours of service, a description of the mission and scope of the collections of the institution, and a union catalog of collections.

By the summer of 2001, the CIP had met its first project goal, to develop directory information for close to 100% of the libraries, museums, and archives in Arizona. A draft version of the print directory contains several hundred institutions ranging from the Colorado River Indian Tribes Library/Archives to the Sedona Heritage Museum to the University of Arizona, Arizona State Museum collections. Working from existing national directories of museums, libraries, and archives, state guides where available, phone directories, newspaper accounts, and other sources, the project director with the assistance of an intern compiled this information. It will be publicly available on the State Library, Archives and Public Records website by late summer, 2001.

Originally, for the second component, the mission and scope descriptions of each institution, the project director thought he could depend on information submitted by the institutions themselves. However, he quickly found that many mission and scope statements were out of date, non-existent, or informal. Now staff writes an overview of the mission and scope of collections, which they synthesize from all available sources such as brochures, published literature, and websites. Repositories are categorized by type, e.g. public library, historical society. Subject headings based on LCSH and local headings are assigned. The institutions are also classified as to types

of materials they collect; for example, a library may have books but also a collection of artifacts. An intern is working on these descriptions, and about half are currently available; the project director anticipates that this part of the project could be complete in one more year.

The third level of the directory, collection level descriptions, has proven to be more problematic. The CIP was based on models including a Canadian union guide to archival collections, the Oregon Historical Society guide to photographic repositories in the state, and a Texas guide to photographic repositories, which was produced by Pearce-Moses. These guides all emphasized collection level description, which works well with archival collections because of their emphasis on provenance. One difficulty in developing collection descriptions for library and museum collections is that they generally do not define collections in the same manner as archives.

The rationale for the CIP to include collection-level descriptions was to widen access to repositories of unique and rare Arizoniana, eventually serving as a union catalog for the state. Many smaller collections in the state do not have access to RLIN or OCLC and therefore their materials are not included there. They also may not have the necessary staff expertise to describe collections in standard ways or believe that it is a high priority to develop descriptions to input into the CIP. The CIP proposed to describe collections for institutions, sending an itinerant cataloger to locations throughout the state and to work with a single standard of description, based on archival practice. The project director believes that this part of the CIP may need re-thinking. The time required to do collection level descriptions for materials throughout the state needs to be better understood, and some decisions on format need to be re-visited. The project began using Dublin Core as the standard but has migrated towards USMARC. The project director believes that Dublin Core does not work well for some of the complicated collections represented in the CIP. An XML EAD approach could also be considered. The database is being developed in a way that will allow it to be exported into new systems.

Currently the CIP descriptions are captured in an Access database, part of the ASLAPR online system. Access points include repository name (and variations), subjects (LC plus local headings), location (county or city), repository type, and type of material. In the future, they will add searching by multiple access points and may add full keyword access.

As the CIP is being developed, the project director has had some input from the user community. One feature that was added in response to a request was the capability to generate mailing lists by type of institution. Additional user input could be solicited to help determine the type of format and search capabilities that would be useful for the collection level descriptions. Importantly, the directory information for the CIP will be updated annually; if the project staff receive no response by mail, they will follow-up by phone.

The overall culture of collaboration among cultural institutions in the state, nurtured by the State Librarian, is demonstrating results for the CIP. The Arizona Humanities Council and the Arizona Office of Tourism sponsor an Arizona History Traveler website, which links to cultural heritage institutions throughout the state. Included with each institution's description on The Arizona History Traveler website is a link to the Cultural Inventory Project, with a note stating that the CIP "helps historians and genealogists locate materials relevant to their research interests," and inviting people (through a link) to visit the site. This kind of integration of resources is a real bonus for information seekers and an important mark of success for the CIP.

The CIP has the potential to help historians and genealogists locate materials relevant to their research interests. It can assist archivists, museum professionals, and librarians to identify complementary collections and partners for collaboration. It allows institutions to exchange materials, by identifying better homes for objects in more comprehensive collections when a given institution holds only one or a small number of items; already, seven or eight such donations or exchanges have been made. It is less likely, according to the project director, that the CIP will assist Arizona cultural institutions to avoid duplication in collecting, preservation and cataloging. He thinks that local interests will dominate in such decisions. However, Pearce-Moses does believe that the whole notion of the Cultural Inventory Project and Convocation is getting people to think differently in the state. They are now asking why their institution is doing something when another institution is doing something similar. They are aware of the activities of other cultural institutions in a way that is quite different from two years ago and all sectors are benefiting from this.

Convocation

In the summer of 1998, the first Arizona museum and libraries joint planning conference was held. In her opening remarks, GladysAnn Wells, State Librarian, stated, "Our conference builds on the federal model of library and museum cooperation and asks the question – How best may Arizona's libraries and museums learn to cooperate and coordinate programs and services to improve overall access to cultural information and activities for all of Arizona?" This meeting, the ACTivate Arizona Conference, which was held in conjunction with Arizona's White House Conference on Library and Information Science, had three desired outcomes: 1) an understanding of the common themes, opportunities and challenges shared by libraries, museums, and archives, 2) a sense of strategic direction at the State level, i.e. What should we be working on in the next century?, and 3) collaborative strategies between entities, i.e. How can we work together? Approximately 150 individuals attended, representing libraries, museums, "Friends" groups, elected officials, and state citizens. The attendees identified strategic directions in technology, learning and literacy, joint advocacy, collaborative funding, and marketing. They also developed priorities, and the theme "Arizona's cultural heritage is only a click away," was considered the top priority. This focus emphasized the unity of Arizona's cultural institutions and the highly visible role that technology would play in bringing these institutions to the public.

The subsequent year, the series of conferences known as Arizona Convocation began, with two in different locales in 1999, and one each in 2000 and 2001. The goal of the 2001 conference was to "help build a community of Arizonans who collect, manage, and protect the objects, documents, maps, photographs, and other materials that form the state's cultural legacy." The conference announcement encourages a wide range of individuals to attend, including registrars, librarians, catalogers, archivists, managers, museum professionals, preservationists, curators, genealogists, historians, cartographers, records managers, and others. In each of the conferences, there was a combination of featured speakers of national stature and breakout sessions that highlighted commonalities of issues and concerns among the cultural heritage sectors represented.

The programs are designed to build a sense of community between librarians, archivists, museum professionals and other committed to preserving Arizona's history. They seek to promote collaboration and resource sharing by helping people discover common interests and activities. The Convocations enable these individuals to share information about their collections and programs, to discover opportunities for collaboration and resource sharing, and to promote public access to the books, records, and objects of Arizona's past. In addition, the Library Development Division of ASLAPR views this venue as one of their best opportunities to publicize the LSTA program and to promote collaborations.

Richard Pearce-Moses, coordinator of the past two Convocations commented, "I think one of our messages is getting through – we're all in the boat together, preserving Arizona cultural heritage. It's not productive to think of ourselves as libraries, as museums, etc. We should look at our collections and realize which approach works best." He noted that people are now looking to the strengths of each discipline to develop approaches to their materials. Often archivists are viewed as the experts on preservation, museum professionals are seen as interpreters, and librarians are valued for their ability to organize information and provide access.

Jane Kolbe, Director of Library Development for ASLAPR, noted that the Convocation encourages personal networking among the different professions represented. She stated, "We have made a huge effort with the Convocation to bring people together into the same room. It just raises the level of trust and makes people more free to talk to each other." One of the attendees at the 2000 Convocation commented on an evaluation form that the program "really gave me good insight into how we relate to each other when meeting and trying to solve problems or work together on projects." Another commented on the increasing number of representatives from American Indian communities attending the Convocation. An archivist commented, "By bringing together archivists, librarians and curators, our users have benefited since historical materials are being passed on to the appropriate repositories." The 2001 evaluation form directly asked attendees to comment on whether they met individuals with whom they might be able to collaborate and also asked if they had learned about other repositories that might be similar to that of their

own institution. This data should be useful for tracking the success of the Convocation.

The AGES Project (Sonoran Archives)

LSTA funds distributed by the state can provide the seed money for important projects that eventually receive funding from national and international sources. In fiscal year 1999, ASLAPR initially provided $12,700 and subsequently $30,000 for a project involving the State Archives of Sonora, Mexico. The funds were to support a planning process for the conversion of valuable historical records in Sonora, Mexico to microfilm or digitized format. As this project has progressed, it has received funding from sources as diverse as the U.S. government (through an IMLS grant), El Centro Cultural de las Americas, COMGRAPHIX, the Arizona Historical Society, and the University of Arizona. The AGES Project will preserve the historical documents in the General Archive of the State of Sonora, Mexico, by making them available on the World Wide Web and creating preservation microfilm for the collection. Arizona was part of Sonora until 1854, and therefore these documents contain information on a key portion of Arizona's history. Over a million pages comprise the archives, and many of the documents are deteriorating. This major project has required an international collaboration among government and cultural institutions in the US and Mexico.

Tracy Duval, the project director, commented that without LSTA funds, there would be no current project to preserve the Sonoran archives. He noted that the State Library "had everything to do with getting the ball running." The Arizona LSTA funds provided the support for his development of a plan and a grant proposal to IMLS. His second grant from ASLAPR, with LSTA funds, permitted him to do the groundwork for the current phase of the project. Much of that includes liaison with government officials in Mexico, who have been reluctant to sign a final agreement for the project. As one step to promote good relations with the Mexican partners, ASLAPR funded the participation by Sonoran archivists in a week-long workshop in Arizona. While the project is currently stalled due to problems in bringing legal negotiations to a conclusion, the partners remain optimistic that ultimately the project will succeed. The project has brought together a rich partnership of institutions and has provided the US institutions with some good experience in working on an international collaborative project.

"Read Arizona" Library/Museum Collaboration in Tucson

In the summer of 1999, museums in the Tucson region and the Tucson-Pima Public Library first collaborated to provide stimulating summer programming for children who participated in the Library's 1999 Summer Reading Program, "Read Arizona." With state LSTA funds, the Public Library formed a collaboration with four other cultural institutions – the Arizona Sonoran Desert Museum, Tohono Chul Park, the Arizona State Museum, and the Arizona Historical Society. The project enabled museum staff to develop and offer programs highlighting their collections and

exhibits to the children who attended the public library's summer reading program. Children ages 5-11 from lower-income urban and rural populations were targeted. The library had not had collaborative projects with any of the museums prior to this program. With a grant of less than $12,000, the library was able to greatly expand the scope of their summer reading program and to begin to form good relationships with museums. The organizers determined that 3,248 children and adults attended the program in 1999; 62% of the children had previously visited the museum prior to the program while 38% had not. The programs were presented by museum staff in the library. Generally the children were given free passes to attend the museum at the conclusion of the program in the library. There was a great response from the community as well as from the library and museum staff involved.

The following year, the Tucson-Pima Public Library, the four other cultural organizations, and two new partners developed an expanded summer program. Reid Park Zoo and the Tucson Children's Museum joined the program, and they set a goal to schedule a minimum of 75 programs to introduce children to museums through the library's Read 2000 program. In actuality, they were able to present 115 programs. In addition to the programs in the library, some of the museums hosted open houses or special events in conjunction with the program. Funding from the state LSTA program provided $16,505 for the project and the partners contributed their own funds as well. The organizers anticipated that 65% of the children attending the programs would come from low income urban or rural families. Attendance increased by 58% to 5,117; 64% of those individuals had previously visited the museums involved and 36% had not.

In 2001, the Library mounted the program without LSTA funding. Some of the museums involved sought their own grant funding in order to continue to participate. A new feature is an open house for all of the presenters prior to the start of the summer program in order to brief the librarians on what to expect from the programs delivered by the museum staff; that has been a very successful addition.

The programs, which cover a wide range of topics, touch children in many ways. In one program, the Arizona State Museum featured a Native American presenter who showed the audience traditional Native American games and let them try them out. One child was heard after the program exclaiming, "I never believed I could have so much fun with a few rocks and a stick!" After a presentation on bats by Reid Park Zoo personnel, five or six-year-old boys were overheard discussing bat habitat, using new vocabulary they had learned at the program.

Senior Children's Librarian Amber Bruno, project coordinator, said that this collaborative project has opened up a huge range of programming in the library that is clearly wanted by the community. Prior to the summer, many users ask whether the programs will be repeated. Ms Bruno believes that the focus of IMLS, ASLAPR, and the LSTA state program on library/museum collaborations was a critical factor in getting this program going. She stated that she doesn't think they could have achieved their current level of programming on their own although they might have

developed a program with one museum partner. The grant funding enabled the development of a collegial network among the cultural community professionals working with children in Tucson. While there was some hesitation by the partners in the first year, not knowing what would be gained by the collaboration, this has changed markedly in a short period. Both the library and the museum communities view this program as a mechanism for audience development, reaching new user groups that might not have expressed interest in them in the past. Ms. Bruno believes that the program helps the library get in tune with what others in the cultural community are doing and the initial program has led to a number of other collaborations. By the third year of the project, museums were in increased contact with each other for program ideas and the library and museums worked together on some additional initiatives such as developing an exhibit at the library to publicize an exhibit at a museum and developing bibliographies for museum exhibits.

In the future, the cultural community in the Tucson area is expecting to expand their collaborative program for children to a year-round schedule, anticipates looking for other children's services where they might collaborate, and wants to develop some activities for adults, too. The seed of the LSTA grant funds in this case have provided the climate and incentive to promote collaboration among a community of cultural professionals who have found that they have mutual goals.

Findings:

- The State Librarian and her staff have worked effectively to realize the goal of promoting collaboration between and among cultural institutions in the State. Both the Convocation programs and the Cultural Inventory Project have provided concrete meaning to collaboration in the state. The Convocation has provided the venue and professional development opportunities to foster collaboration, and the Cultural Inventory Project has been a concrete manifestation of the interrelationship of cultural institutions in the state.
- ASLAPR could be in a better position to demonstrate the effectiveness of the Convocation program by doing a follow-up survey or selective interviewing of attendees.
- The Cultural Inventory Project is already a useful tool in the state; the next stage of its implementation should proceed with input from potential users, including library and archival professionals and researchers.

VII. Administration of LSTA in Arizona

As a new federal program administered in the states, the LSTA required that state agencies develop a 5-year plan for its implementation, administer funds, and provide reports. This entailed getting input from the community, developing goals and a set of activities, setting up a program for direct grants, administering all aspects of program funding, and developing an evaluation and reporting strategy. Aside from legal requirements, a key factor for the new program's success would be the ability of

state agencies to provide leadership in making the change from the focuses of the previous federal program (LSCA) to the new program focused on technology initiatives and collaboration among cultural institutions. In Arizona, the administering state agency is the Arizona State Library, Archives and Public Records. The inception of LSTA funding coincided with the appointment of a new State Librarian in Arizona, GladysAnn Wells. She and her staff have responsibility for all aspects of the administration of the LSTA program, from developing the plan, with input from all of their constituencies, to administering general and competitive grant programs, to overseeing the financial aspects of LSTA, to reporting and evaluating the program. Philosophically, the new State Librarian supported the goals of the LSTA program and was eager to reap the benefits of increased support for technology in the state.

The evaluation addressed a number of aspects of the administration of LSTA in Arizona. Data were gathered from a mail survey described in an earlier section of this report. The individuals surveyed were from key constituencies, including County Librarians, the Statewide Library Commission, and the State Library Advisory Council. Several survey questions addressed the administration of the LSTA program, and separate questions were developed for the statewide aspects of the program and the direct grant part of the program. Respondents were asked to rate and comment on processes associated with the programs and on the administration and leadership provided by the ASLAPR. (Data and comments are included in the Appendix.)

It is important that the key constituencies surveyed support the overall direction of the LSTA program in the state and the types of programs and projects that receive funding. Survey recipients were asked how effectively programs and projects were designated for statewide programs. The response, with a full 94% responding that ASLAPR "very effectively" or "somewhat effectively" made choices for appropriate programs and projects was a firm indication of support by the community. The remaining individuals (5%) responded "don't know." For the competitive and direct grants, survey recipients were asked how effectively ASLAPR provided for a mix of grants, and again, there was strong community support. A high percentage (89%) found that ASLAPR "very effectively" or "somewhat effectively" provided a mix of programs. Only one individual rated that aspect of the program "somewhat ineffectively."

The survey asked separate questions about the statewide aspects of the LSTA-funded programs, such as FirstSearch and the competitive and direct grants part of the LSTA-funded program. Respondents had high satisfaction levels with the administration of both aspects of the program by ASLAPR. They rated the overall administration of both the statewide and grant program highly, 87% and 89% responding "very effectively" or "somewhat effectively" to questions on this topic. Many commented on the excellent service provided by the State Library staff. One individual stated in response to a question on the administration of the LSTA grant program by ASLAPR, "Excellent!! ASLPAR staff is very easy to work with!!" Another stated, "The staff

of ASLAPR were very supportive during the entire process." One respondent said, "Overall I'd say it is excellent. The staff is extremely helpful and patient." Several people commented that the staff was doing a fine job in spite of turnover of personnel or staff shortages.

As the fiscal agent for Arizona, it is also important for key constituencies to have confidence that the state agency is handling funds in a responsible manner. Again, ASLAPR received high marks. For the statewide programs, 70% felt the financial aspects of LSTA were managed "very effectively" or "somewhat effectively," and for the direct grant programs, 79% chose those two responses. For the direct grant program, only one individual chose the response "somewhat ineffectively" for the management of financial aspects question. However, a considerable portion of respondents felt that they didn't know the answer to these questions, 30% for the statewide programs and 19% for the direct grant programs.

Some more detailed questions were asked about the direct grant program, addressing whether libraries had been notified, whether selection criteria was clear, whether the ASLAPR staff responded to questions and concerns, and whether a good mix of programs were selected, and in each case at least 79% and up to 89% rated the effort as "very" or "somewhat" effective.

Some suggestions and criticisms were noted by some survey respondents. There were several concerns about which types of libraries or other institutions were benefiting the most from these funds. There was no single focus of these comments. For example, one individual stated that while public libraries were doing well with LSTA funds, the school programs needed to catch up. Another stated a concern that "public libraries are getting the back seat to 'collaboration' with museums." Since these comments were isolated and did not seem to represent a widespread view that a particular part of the cultural community was receiving disproportional attention, there should be no cause for concern. However, there should be alertness on the part of ASLAPR to the need to communicate the wide range of institutions that benefit from LSTA funds. One individual stated, "I hope the administration can continue to be equitable and non-political, sensitive to libraries' needs regardless of their size."

Several individuals had other comments in this section. One stated that the promotion of the program was "excellent." Another proposed that there should be more information about the criteria used to evaluate grants. One individual was interested in more collaboration among libraries. Another stated, "More money needed for technology."

Twenty-five individuals responded to a survey question about the quality of leadership from ASLAPR in promoting the widespread use of technology in Arizona libraries. Of those comments, twenty-three were positive in nature and two expressed concerns with particular aspects of the ASLAPR. The respondents credited both GladysAnn Wells, the State Librarian, and the State Library staff in general for promoting use of technology by libraries in the state. They wrote such comments as:

- "ASLAPR is the guiding force behind equitable distribution of technology in Arizona libraries."
- "Our state leadership is unparalleled in quality. Arizona is very fortunate to have a state library so committed to technology use and lending that is to the benefit of our libraries."
- "The current leadership has been visionary and responsive."
- "The leadership at ASLAPR, from the top through the Divisions and Departments, is very committed to the use of technology throughout Arizona."
- "Our State Librarian and her staff has assumed a lead role in promoting use of technology in AZ."
- "Excellent staff and Director GladysAnn makes it all happen."
- "ASLAPR (GladysAnn Wells, in particular) has provided visionary leadership in promoting use of technology in AZ libraries."

Several individuals expressed concern about the need for more information technology staff at the ASLAPR. One wrote, "It's good (leadership from ASLAPR) but some state libraries have technology consultants and coordinators that offer help with planning, RFP's, product quality identification, standards, etc. We don't have a strong resource person for technology." Another individual expressed concern about a lack of information on the activities of ASLAPR and the LSTA program. The ASLAPR may at this time have filled a key technology position, which should address the concern about staff although it is possible that even more is needed. However, this problem may not be easily addressed due to the difficulty of finding and hiring qualified technology staff. The state agency may want to increase its efforts to communicate information about the LSTA program to its key constituencies. While most individuals gave the agency high marks for notifying libraries of the availability of the grants and were clearly aware of many of the statewide services provided under LSTA auspices, there were some individuals who answered "don't know" to most survey questions and some who declined to complete the survey for the explicit reason that they didn't know enough about the program.

On the whole, there is strong support for the ASLAPR agency in its administration of the LSTA program and gratitude for the leadership of the State Librarian.

Findings:
Librarians gave high marks to ASLAPR for:

- Providing technology leadership to libraries throughout the state
- Designating appropriate programs and projects for support with these funds
- Administering the statewide components of the LSTA program
- Administering the competitive and direct grants of the LSTA program

VIII. Conclusion

The compatibility of the goals of the federal LSTA program and the goals of the Arizona State Library to foster increased use of technology in libraries, to provide library services to the underserved, and to promote collaboration among cultural institutions, has led to a highly successful implementation of LSTA funding in the State of Arizona. The State Library with its key constituencies, developed a broad set of goals for its 5-year implementation of LSTA in Arizona. The programs that support those goals were very diverse and at times it might be difficult to see the whole rather than a conglomeration of the parts. However, a full review of the LSTA-funded programs yields a picture of a state where library services were given the resources to take major steps forward to benefit their users. Many of the benefits were in the technology area, enabling broad access to computers, networks, and digital information to Arizona's citizens. Other efforts were in linking the interests of institutions in the cultural sector, such as museums and libraries, to broaden the array of cultural resources and learning opportunities available to the citizens of the state. Important initiatives addressed the underserved, providing reading programs for children in poor areas and providing cultural programs for Native Americans. In each case, the programs supported the education and cultural literacy of the citizens of Arizona.

The advances made have benefited greatly from renewed leadership by the State Library in Arizona and the focus of funding provided by the federal government. Keeping the programs growing and responsive to changes in technology and increased needs of users will be a challenge requiring continued leadership and continued sources of funding.

The key lesson learned in this state is that all sectors of the library community are eager to participate in the global information society. They embrace opportunities to improve the technology infrastructure of their libraries and to broaden their concept of their involvement in collaborations. They are inspired by leadership from the State Librarian and her staff and have found that they can gain tangible support for their needs. Through continued funding with LSTA dollars, the state can continue to make progress in offering information technology and resources for users, in training for staff, in enriched collaborations among cultural institutions, and in services to the underserved.

Appendix

March 1, 2001

Dear Colleague:

I am asking for your assistance in the evaluation of the State of Arizona's implementation of the Library Services and Technology Act (LSTA) funding it has received from the U.S. Institute of Museum and Library Services (IMLS) in the past three years.

The newly initiated LSTA program provides funds for some statewide services such as Interlibrary Loan, First Search and all continuing education programs and services. In addition, it funds programs such as the Arizona Reading Program, the Convocation, the Economic Development Information Centers (EDIC), and many others. About 50-60% of the funds are used for competitive and direct grants to libraries and to libraries collaborating with other community-based organizations. About 4% of the funds cover the Arizona State Library, Archives and Public Records' administrative costs.

The IMLS is preparing for a re-authorization of the federal funding that supports the states' initiatives. They have asked a small number of states, including Arizona, to provide some early data on the effectiveness of the program so that they can report to Congress on the impact of the LSTA funding.

The Arizona State Library, Archives and Public Records has contracted with the Coalition for Networked Information (CNI) to assess the implementation of the LSTA program in the state. As one part of this assessment, we are asking you to complete the enclosed survey.

I would appreciate it if you would fill out the enclosed survey and return it in the enclosed envelope by March 15, 2001. Your participation will help us get a complete picture of the impact of LSTA funds in Arizona.

Thank you very much for your assistance with this important work.

Sincerely,

Joan K. Lippincott
Associate Executive Director

March 29, 2001

Dear Colleague:

I recently mailed to you a survey entitled, **"Implementation of LSTA in Arizona."** The results of this survey will provide assistance in the evaluation of the State of Arizona's implementation of the Library Services and Technology Act (LSTA) funding it has received from the U.S. Institute of Museum and Library Services (IMLS) in the past three years. **I have not yet received your completed survey.**

The newly initiated LSTA program provides funds for some statewide services such as Interlibrary Loan, First Search and all continuing educationprograms and services. In addition, it funds programs such as the Arizona Reading Program, the Convocation, the Economic Development Information Centers (EDIC), and many others. About 50-60% of the funds are used for competitive and direct grants to libraries and to libraries collaborating with other community-based organizations. About 4% of the funds cover the Arizona State Library, Archives and Public Records' administrative costs.

The IMLS is preparing for a re-authorization of the federal funding that supports the states' initiatives. They have asked a small number of states, including Arizona, to provide some early data on the effectiveness of the program so that they can report to Congress on the impact of the LSTA funding.

The Arizona State Library, Archives and Public Records has contracted with the Coalition for Networked Information (CNI) to assess the implementation of the LSTA program in the state. **As one part of this assessment, we are asking you to complete the enclosed survey. Your response to the survey has not yet been received so I am enclosing another copy. Could you please fill it out and return it in the accompanying envelope by April 16, 2001? Your input is crucial to this important work.**

Thank you.

Sincerely,

Joan K. Lippincott
Associate Executive Director

Implementation of LSTA in Arizona
Survey

This survey is designed to understand the impact of the Library Service and Technology Assistance (LSTA) funds on Arizona libraries and to evaluate the effectiveness of the Arizona State Library, Archives, and Public Records in administering those funds in the state.

Please answer the questions below and return the survey to the Coalition for Networked Information by March 15, 2001.

1.   LSTA has provided funds for many statewide initiatives and to a competitive and direct grant program. To what degree do you feel the LSTA funding for Arizona libraries has made an improvement in Arizona libraries' progress in:

Please circle one number for each activity below:

Activity	Signif. Better	Somewhat Better	About the Same	Somewhat Worse	Signif. Worse	Don't Know
•Technology-enabled services in libraries, e.g. ILL	5	4	3	2	1	0
	23 (62%)	9 (24%)				5 (14%)
Comments						
•Statewide licensing of First Search	5	4	3	2	1	0
	18 (50%)	8 (22%)	2(5%)			8 (22%)
Comments						
•Computer availability/enhancement	5	4	3	2	1	0
	19 (50%0	12 (32%)	3 (8%)			4 (11%)
Comments						
•Connectivity to the Internet	5	4	3	2	1	0
	16 (43%)	12 (32%)	4 (11%)			5 (14%)
Comments						
•Internet training	5	4	3	2	1	0
	16 (43%)	12 (32%)	5 (14%)			4 (11%)
Comments						
•Training and funding to digitize materials	5	4	3	2	1	0
	15 (42%)	8 (22%)	3 (8%)			10 (28%)
Comments						
•Development of partnerships with cultural institutions and agencies, such as museums	5	4	3	2	1	0
	24 (63%)	11 (29%)				3 (8%)
Comments						

Activity	Signif. Better	Somewhat Better	About the Same	Somewhat Worse	Signif. Worse	Don't Know
•Making cultural institution resources more readily accessible electronically	5	4	3	2	1	0
	9 (24%)	19 (50%)	1 (3%)			9 (24%)
Comments						
•Overall availability of training and education programs	5	4	3	2	1	0
	20 (53%)	12 (325)	2 (5%)	1 (3%)		3 (8%)
Comments						
•Training programs that include a variety of cultural institutions	5	4	3	2	1	0
	21 (55%)	8 (21%)	3 (8%)			6 (16%)
Comments						
•Availability of library and information services to the underserved	5	4	3	2	1	0
	17 (45%)	12 (32%)	4 (11%)			5 (13%)
Comments						
Recognition of the value of resource sharing	5	4	3	2	1	0
	20 (53%)	11 (29%)	5 (13%)			2 (5%)
Comments						

2.   Overall, do you feel that the LSTA funds made a significant impact on the availability of technology and technology-related services in the state's libraries?

<u>34</u> Yes <u>0</u> No   <u>3</u> Don't know

3.   Can you provide examples of how an LSTA-funded program had an impact on your users?

4.   For the funds for statewide programs such as First Search, the Convocation, the Arizona Reading Program, and others, how effectively did ASLAPR:

Please circle one number for each activity below:

Activity	Very Effectively	Somewhat Effectively	Neutral	Somewhat Ineffectively	Ineffectively	Don't Know
• Designate appropriate programs and projects for support with these funds	5	4	3	2	1	0
	23 (62%)	12 (32%)				2 (5%)
• Manage the financial aspects of the grant program	5	4	3	2	1	0
	20 (54%)	6 (16%)				11 (30%)
• Overall administer the statewide components of the LSTA program	5	4	3	2	1	0
	25 (68%)	7 (19%)				5 (14%)

5. For the funds for competitive and direct grants offered under LSTA, how effectively did ASLAPR:

Please circle one number for each activity below:

Activity	Very Effectively	Somewhat Effectively	Neutral	Somewhat Ineffectively	Ineffectively	Don't Know
•Notify libraries of the availability of LSTA grants	5	4	3	2	1	0
	29 (78%)	4 (11%)	1 (3%)	1 (3%)		2 (5%)
•Develop criteria for selection of recipients of LSTA grants	5	4	3	2	1	0
	25 (68%)	6 (16%)	3 (8%)			3 (8%)
• Provide for a mix of types of grants, e.g. for collaboration, for training, for hardware	5	4	3	2	1	0
	27 (73%)	6 (16%)	1 (3%)	1 (3%)		2 (5%)
• Manage the financial aspects of the grant program	5	4	3	2	1	0
	24 (65%)	5 (14%)		1 (3%)		7 (19%)
• Respond to questions and concerns during the LSTA grant process	5	4	3	2	1	0
	27 (73%)	5 (14%)	2 (5%)			3 (8%)
• Overall administer the LSTA grant program	5	4	3	2	1	0
	27 (73%)	6 (16%)	2 (5%)			2 (5%)

6. Do you have any comments on the administration of the LSTA grant program by ASLAPR?

7. Do you have any comments on the quality of leadership from ASLAPR in promoting the widespread use of technology in Arizona libraries?

8. Are you: (please check all that apply)

    <u>7</u> Library Commission member   <u>15</u> County Librarian

    <u>8</u> State Library Advisory Council member   <u>18</u> Other (see comments)

8. Optional:

Name:

Phone:

E-mail:

Please return your survey by March 15, 2001 in the envelope provided or fax it to Joan Lippincott,
CNI, 202-872-0884. THANK YOU FOR YOUR PARTICIPATION!

1. LSTA has provided funds for many st atewide initiatives and to a competitive and direct grant program. To what degree do you feel the LSTA funding for Arizona libraries has made an improvement in Arizona libraries' progress in:

<u>Activity</u>

●**Technology-enabled services in libraries, e.g. ILL**

We have very good ILL service plus an assistance program to help small libraries become "selective user" members of Amigos.

The most recent added service, CatExpress, has given us an affordable cataloging tool.

Previous to the arrival in AZ of State Librarian GladysAnn Wells, very little had been done at the state level to enhance or even develop these services. She has revolutionized library service development in <u>all</u> these areas.

N/A

Has truly benefitted the rural libraries in AZ.

●**Statewide licensing of First Search**

This is a <u>critical</u>, irreplaceable program that equalizes rural libraries' access to periodicals.

We use First Search heavily. This is something we could not afford otherwise, so we are very glad to have it.

Wonderful reference tool!

First Search is a critical component of our ability to get information to customers.

Provide core First Search databases. Would be helpful if they could fund additional First Search databases.

We do not use this in our library.

N/A

Benefited all libraries providing a base level of electronic services statewide.

●**Computer availability/enhancement**

Again, LSTA offered our system a huge boost in this area.

LSTA grant funds helped enhance our library network and purchase computers for all of our libraries. Without the funds, this process would have taken a lot longer to realize.

Good for the small, rural libraries.

●**Connectivity to the Internet**

For each of the above, LSTA funds created the impetus to establish computer services in our libraries.

Doesn't apply to us.

They are very supportive of connectivity. Getting this out to rural areas is very hard, there are still some obstacles to overcome.

We got our own connection as we had lots of trouble with state's connection in early internet years.

Schools are undertaking much of this on their own.

Terrific.

●**Internet training**

Excellent training programs.

There has been a better provision of this type of training; however, we have not taken advantage of it due to the lack of a computer lab.

Schools are undertaking much of this on their own.

This has never been offered to our library.

Again, benefiting rural libraries.

●**Training and funding to digitize materials**

Doesn't apply to us.

This category hasn't been used by us but statewide progress has been made.

The State Library is very forward-looking in digitization. They are doing great things and helping others to accomplish projects also.

Developed standards, encouraged partnerships, funded a variety of projects (large and small institutions). Also, provided Electronic Records Retention Training.

This has never been offered to our library

This is an area where the expertise may not be enough to accomplish objectives.

Very good progress and impact.

Improvement has been made, more to be done.

●**Development of partnerships with cultural institutions and agencies, such as museums**

There's been lots of pressure to make this happen. In areas that are short-staffed often coordinating such partnerships can be overwhelming.

ASLAPR has been a leader in encouraging partnerships among cultural institutions.

LSTA grant funds have enabled us to partnership with local museums.

We have had collaboratives with our history/museum people for years. LSTA helped us to do more.

Communication for first time among library, archives, and museum professionals—next step would be more concrete partnerships.

I have been a librarian in AZ for 23 years and more has been accomplished in this area in the last few years through ASLAPR and LSTA than ever before.

Leading the nation in this area—outstanding!

Much has been done with many creative projects completed or underway—both urban and rural.

•Making cultural institution resources more readily accessible electronically

This has improved greatly, and we are making progress in this direction. Still a lot of work to be done.

We have local historical society on our webpage thanks to LSTA grant.

Developed standards, encouraged partnerships, funded a variety of projects.

Definitely a work-in-progress.

We have a way to go in this area. What is very important is that we have started.

Good progress—This is a very big challenge.

Still more to be done.

•Overall availability of training and education programs

In Phoenix area too few. People turned away as sessions are full.

We are gaining access to many training opportunities.

The amount of training offered has increased and those that we have attended have been very helpful, and good training was presented.

Excellent opportunities.

Incredible increase in training!!

•Training programs that include a variety of cultural institutions

Need more of this.

Trend setting.

•Availability of library and information services to the underserved

We have seen some wonderful programs in this area, actually the most exciting.

"Book for Children in Poverty" enabled our rural libraries to purchase hundreds of children's titles.

LSTA grant funds have enabled us to purchase bilingual books, Spanish books, and books for the local WIC (Women, Infants, Children) clinics.

The Convocation and including 5 state Tribal Library Prog. has significantly helped.

Vast improvement statewide.

•**Recognition of the value of resource sharing**

This is an area that the State Library supports and advocates. Things have improved.

Resource sharing has been a larger reality since CatExpress was added. First Search enhances resource sharing as a continuing service.

Smaller libraries are proud that they have things to share.

2. Overall, do you feel that the LSTA funds made a significant impact on the availability of technology and technology-related services in the state's libraries?

Yes: 34

No: 0

Don't know: 3

3. Can you provide examples of how an LSTA-funded program had an impact on your users?

LSTA provided funds that established computer services in our district. Funds were used to purchase one public access computer for each branch. In all but one instance, these were the only computers in the branches. Funds also allowed us to establish Internet connectivity. Without this seed money I suspect we would still be without public access computers and Internet connectivity. (Except for Gates computers, newly installed March 2001.) I believe it is easier for us to assume on-going expenses than it would be to raise the necessary funds to initiate services.

LSTA funding made ILL available. Small rural libraries can't start to purchase all the books and serials needed for our communities. LSTA funding has allowed us to expand our hours and services. ASLAPR has been very helpful.

We have been able to provide on-site computer literacy training to small groups of library staff and the general public who probably would not have been able to travel

to centralized workshops. We hired trainers on an LSTA grant who have been available on request to a dozen rural libraries in our county. Evaluations have been <u>very</u> enthusiastic. LSTA has helped us inaugurate a new role for our libraries—as a place to learn about and use computers.

LSTA funds allowed us to obtain our first automation system and to begin a family literacy program.

Yes! The "Children in Poverty" Program was greatly appreciated by all of our affiliate libraries and well received by their patrons. Also, we continue to have very good communication with state library staff and have attended several workshops/training events that were LSTA funded. Also the technology grants for hardware (maybe 2 years ago) significantly improved hardware at the affiliate sites.

An LSTA grant funded a program to train senior adults how to use computers/Internet. Attendance was at maximum. Great p.r. locally and in national lib journals. Many requests for details from outside the state.

Improved technology through purchase of both hardware and software; books for underprivileged children; facilities improvements; training in MOTHEREAD and B.A.B.Y.; grant for non-print materials; grant for reference convocation

Even the most remote areas have Internet access except where there are local technology issues. Our users have access to many more new materials because of LSTA and view their library in a much more favorable light.

Has provided the public in our community with computers, Internet access, better connectivity, educational programs for children.

Without these funds small rural libraries would not have been able to get Internet service. These funds are vital to rural Arizona.

We had a "Technology Enhancement" grant that enabled us to place PCs in every library in our county, install 56k lines and gain direct access to the Internet. We purchased hubs and routers and were able to retire our slow antiquated modems. Library patrons now access the Internet at up-to-date PCs over a reliable, constant telecommunication network. Without the grant, it would have taken us years to bring each library up individually as funds allowed.

Funding of "trailing edge" dial-in computer modems for access by users with old technology but who still needed this access was especially helpful; the two years of Summer Reading Program; collaborative programs with museums and historical societies laid the base for an ongoing program now funded locally in the third year (2001); programs for Native Americans were especially appreciated

LSTA grant funds provided the purchase of computers and telecommunications equipment in libraries that otherwise could not afford to do so on their own. Patrons in these libraries are able now to access the Internet, their local collections and other library collections in the library wide area network.

Local historical society on our web page, helps both of us; Business program a real plus; LSTA funded career resource center collaborative, excellent way to reach those needing career job assistance; You can pull the apps and see we have received grants that have allowed us to reach out to expand and improve services.

Not on our users particularly as a metro library, but on smaller libraries with more limited operating budgets.

My customers have a great need for current and archival information through a wide variety of magazine articles. We had been subscribing to a CD-ROM product which allowed access to 240 magazines (full text). That product is no longer available and we depend heavily on the OCLC First Search to enhance our services.

Makes a core collection of First Search databases available; Providing funding opportunities for sister institutions in rural areas—e.g. current proposal involving the Powell Memorial Museum to catalog and digitize original photos, documents, and nine books held by the museum.

ILL enhancement over the years through AZNET and later AMINET have been extremely positive for our patrons, i.e. reduced turnaround time (ave.) from 3 weeks to less than 10 days. It also, for us at least, enabled our patrons to more readily access Arizona holdings. First Search has also been very positive and provided more immediate access for patrons in rural AZ to types of information that they may not have ever accessed otherwise.

The project allowed cultural awareness and assisted in revitalizing Tribal languages.

LSTA funds are supporting our retrospective conversion project which will lead to our first OPAC. This will have direct and significant impact on our users. LSTA funded a series of workshops for our consortium which helped this diverse group agree on cataloging standards across different media and foster much greater cooperation and resource sharing. As a direct result of LSTA funding, our museum administration funded temporary support staff (graduate students) to aid in the recon project. This would never have occurred had it not been for the LSTA support.

Soon, our Library users will be able to search our online catalog (LISTA.arizona.edu) via the web. Visitors to our Library will also have access to three public access terminals.

As a resident of rural Arizona, I feel the programs have helped spread an awareness of the importance of connecting Libraries, Museums, and Archives, and researching how to combine forces to promote them.

More representatives from American Indian communities attended the convocation.

LSTA is funding a documentation and evaluation project as part of our Youth and Community ACCESS programs, which deliver computer programs to low-income and new immigrant library patrons. We are thrilled with what LSTA dollars have enabled us to do.

At least two programs were especially noteworthy to our users. (1) Yavapai Heritage Round-up. This project inventoried archival and museum holdings in our county. Users frequently request additional copies of this resource because it gives them a comprehensive look at county-wide holdings. (2) Arizona Convocation. By bringing together archivists, librarians, and curators, our users have benefited since historical materials are being passed on to the appropriate repositories.

Partnerships/Programming with cultural institutions

ILL resources; digital collections that benefit the entire state

No

Enabled the Phoenix Art Museum Research Library to complete a retrospective conversion project. In turn, the museum houses their data as part of the Phoenix Public Library's online catalog as part of our Affiliate Library Program. To date our affiliates are: Emily Center @ Phoenix Children's Hospital, Phoenix Art Museum, and Pueblo Grande Museum. Future affiliates applying for LSTA grants for this program are: Heard Museum and Carver Museum and Cultural Center.

6. Do you have any comments on the administration of the LSTA grant program by ASLAPR?

Very helpful.

I would be interested to know more about the criteria used to evaluate grants. And who are the decision-makers? What is the role of the Advisory Council? When I was on it, I remember reading through and ranking piles of grants myself.

I appreciate their hard work.

Sometimes worry public libraries are getting back seat to "collaboration" with museums.

They do a super job for us!

Robin Cabat was a tough act to follow and is still sorely missed but the folks are trying hard. I hope the administration can continue to be equitable and non-political, sensitive to libraries' needs regardless of their size.

Only positive comments—all are professional.

Excellent!!   ASLAPR staff is very easy to work with!!

They do a great job., Services like First Search are available to all, so even those who do not get funded on a competitive grant can still benefit from LSTA.

NO.

The staff is doing a fine job of administering funds, considering it's been a large learning curve due to staff turnover.

More money needed for technology.

Although my library does not receive LSTA funding, I understand from my colleagues that the program is managed effectively and fairly.

Excellent promotion and highly competent service oriented support staff associated with administration of LSTA funds.

ASLAPR is doing very well in the public library arena, but needs to catch up somewhat with school programs.

I don't see collaborative projects across types of libraries, or grants for non-public libraries as much as I thought LSTA was intended for now. I question the appropriateness of using ASLAPR funds a couple years ago to help bail out the U of A Library School. I don't know if those thousands come from LSTA, but it raised my eyebrows.

Overall I'd say it is excellent. The staff is extremely helpful and patient. My only concern is the actual length of the grant period which is rarely an entire year—makes planning and implementation more difficult.

Our library has never received nor applied for an LSTA grant, and I do not know in detail the effectiveness of the grant program as administered, or how it has made a difference by those libraries who received one. I noticed that the State Library's menu on its Internet page includes "LSTA." That's a passive type of notice since an interested person would have to find it, then keep checking for updates.

The staff of ASLAPR were very supportive during the entire process,

To my knowledge, it seems fine.

No.

They have done a very good job.

They have done a good job with it considering the inadequate staffing of ASLAPR.

7. Do you have any comments on the quality of leadership from ASLAPR in promoting the widespread use of technology in Arizona libraries?

ASLAPR is the guiding force behind equitable distribution of technology in Arizona libraries.

Excellent.

Generally, the State Library provides impressive leadership in all aspects of library development. But with Ron Glass gone, they could use a techie on staff.

They are doing an excellent job.

ASLAPR has done a fine job of promoting the widespread use of technology in AZ libraries.

Great!

Much improved over the last few years through the efforts of GladysAnn Wells and Ron Glass.

It's good but some state libraries have technology consultants and coordinators that offer help with planning, RFP's, product quality identification, standards, etc. We don't have a strong resource person for technology. Also there's not a strong push for statewide, or regional online catalogs or connectivity. Free e-mail for all was implemented before LSTA.

High quality leadership

Our state leadership is unparalleled in quality. Arizona is very fortunate to have a state library so committed to technology use and lending that is to the benefit of our libraries.

NO.

Outstanding use of LSTA, Gates and E-rate discounted funding.

With a new State Library Director, there has been a much stronger push for the use of technology in Arizona libraries, as well as in our own legislature. We feel very fortunate to have someone who is definitely a leader we can follow.

Excellent staff and Director GladysAnn makes it all happen.

Our State Librarian and her staff have assumed a lead role in promoting use of technology in AZ.

ASLAPR provides strong leadership in promoting the widespread use of technology for research, resource sharing, library automation, and access to government information. It is a strong leader in encouraging partnerships and communication among a variety of institutions. Arizona has such a wide range of institutions with varying degrees of technological sophistication and infrastructure that the LSTA grants and ASLAPR are key in providing more equal access to information and technology to the state's citizens. Their support of automation, Internet, networking, and digitization projects for small libraries around the state via LSTA funds is critically important.

Good vision and leadership—just bring more to schools.

Overall, I feel very good about the leadership provided by GladysAnn Wells.

I am a member of the Advisory Council but I have received no info on the activities of ASLAPR or LSTA. All I have gotten is economic development info. As a medical librarian I am not aware of much of the LSTA activities.

The leadership is excellent—enthusiastic, terrific!

No.

The leadership at ASLAPR, from the top through the Divisions and Departments, is very committed to the use of technology throughout Arizona.

Great leadership!

They are leading the charge!

No.

ASLAPR (GladysAnn Wells, in particular) has provided visionary leadership in promoting use of technology in AZ libraries.

I feel that ASLAPR needs to employ more individuals—and more individuals with tech. backgrounds.

The current leadership has been visionary and responsive.

8. Are you: (please check all that apply)

Library Commission member: 7
County librarian: 15
State Library Advisory Council member: 8
Statewide Library Development Commission member: 4
Other:
Academic law librarian: 1
Archivist: 1
Arizona Library Association member: 1
Dean of Libraries (university): 2
Director of community college library: 1
Director of public library: 1
Library Services administrator: 1
Museum librarian: 1
Museum/research librarian: 1
Private citizen: 1
Public librarian: 1
School librarian: 1
Tribal: 1

Additional comments:

I apologize for submitting this late. (4 comments)

As a specialized library, we are out-of-the-loop for most LSTA activities, which, I believe, focus on public libraries. We are open to the public but they are not our primary constituents (law faculty and students, and other campus disciplines). We do not check out except to law faculty, and in a limited way to law students and attorneys. This questionnaire appears to me to be geared to those people on LSTA committees who are involved in an intimate way in the decision making. Only those who see who applies, screens, and evaluates can truly answer some of these questions. For example, I am aware that there is an Indian tribe with a website about its activities and culture, but I cannot evaluate how good it is, how it ranks with other ones around the country, nor know what its competition was in the category which awarded funds for its development. (I am assuming LSTA, though I don't know.) The State Library seems to be having a lot of programs with a lot of speakers (ex: convocation) but I'm not sure what the point is except to get librarians together for

info exchange. Perhaps working with/through the Arizona Library Association would be better, reaching more people and not duplicating. The Statewide Library Development Commission supposedly has a purpose, but 3 1/2 hours each way to attend an all day meeting, listening to speakers is questionable in its productivity.

I am not familiar with the LSTA grant program. (Did not fill out survey.)

I don't have enough information to answer this survey. I'm a member of the Statewide Library Development Commission—lay member. I'm also a former Library Board member for Tucson-Pima Library. Currently, I'm the president of a new foundation started to develop an endowment for the public library here in Tucson. (Did not fill out survey.)

Being a monastery librarian I have not been actively involved until recently being appointed to Statewide Library Development Commission and I am just beginning to read and understand some of this. But I do not know how private (especially church connected libraries) fit in. We also have a museum at the monastery so am interested in the collaboration aspect. I just don't know enough to complete the survey, but hope to become more knowledgeable quickly